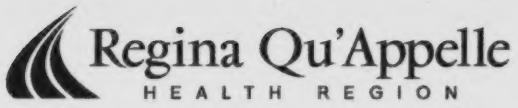


2013/2014 Annual Report

Table of Contents

Letter of Transmittal	1
Introduction	3
Accomplishments	5
Working Together Towards The Future	10
Who We Are	13
Progress in 2013-14	31
Management Report	61
Financial Overview	63
Financial Report	65
Appendix A: Organizational Structure	95
Appendix B: List of Facilities	96
Appendix C: 3sHealth 2013-14 Shared Services Report	98
Appendix D: Payee List	99

For an electronic copy of this report, or other information, visit the Regina Qu'Appelle Health Region website: **www.rqhealth.ca**

© Copyright 2014 Regina Qu'Appelle Health Region

Letter of Transmittal

To: The Honourable Dustin Duncan
Minister of Health

Dear Minister Duncan:

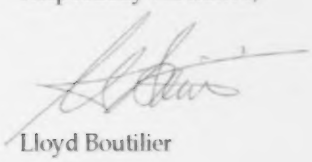
On behalf of the Regina Qu'Appelle Regional Health Authority I am pleased to submit our 2013 - 2014 Annual Report which includes the audited financial statements and outlines activities and accomplishments of the region for the year ending March 31, 2014.

The Regina Qu'Appelle Health Region has had many successes and challenges this past year. At the top of the list of successes is achieving our surgical volumes. In addition, our year-end financial results were close to being balanced after beginning the year with a substantial fiscal challenge. We recognize there is more work to do to meet our goals as an organization and to achieve our provincial priorities.

We believe we have a strong foundation in place to achieve our targets within the multi-year outcome timeframes which are aligned with the Ministry of Health and our provincial colleagues.

The successes we have achieved as a region this year were due to the dedication and commitment of employees and physicians of the Regina Qu'Appelle Health Region and our many partners, including the patients and families we serve and the direction they provided to help enhance patient-centred care.

Respectfully submitted,



Lloyd Boutilier
Chairperson
Regina Qu'Appelle Regional Health Authority

Introduction

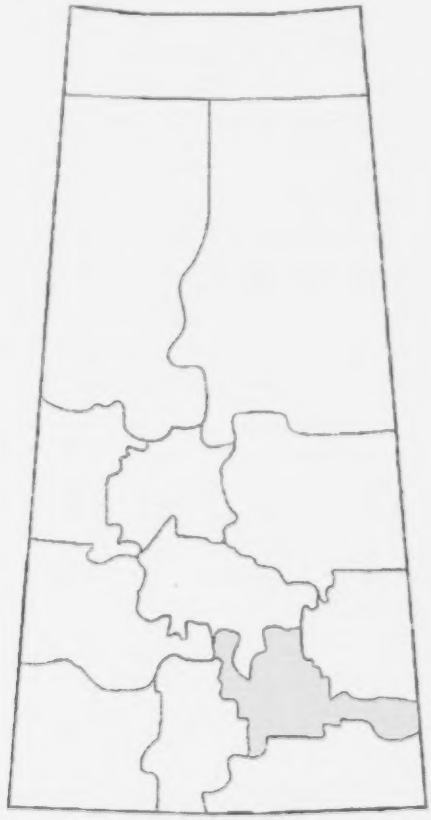
The Regina Qu'Appelle Health Region (RQHR) is a provincial and community provider of a full range of safe, quality health services, education and research. The 2013-14 Annual Report to the Minister of Health demonstrates the RQHR's progress toward meeting its strategic priorities, highlighting the activities and results for the fiscal year ending March 31, 2014.

In addition to detailing the region's performance, this report outlines how the region aligns with the Ministry of Health's strategic and operational directions; includes a compendium of its key partners; provides a report from management endorsing the financial representations; gives a financial overview and audited financial statements; and includes appendices, such as the organizational chart, facilities list and payee list.

The region is responsible for the preparation of this report and is confident in the reliability of the information provided. The report is completed with the input and oversight of each regional portfolio. Any interpretation of content reflects the best judgment of the reporting unit's leaders.

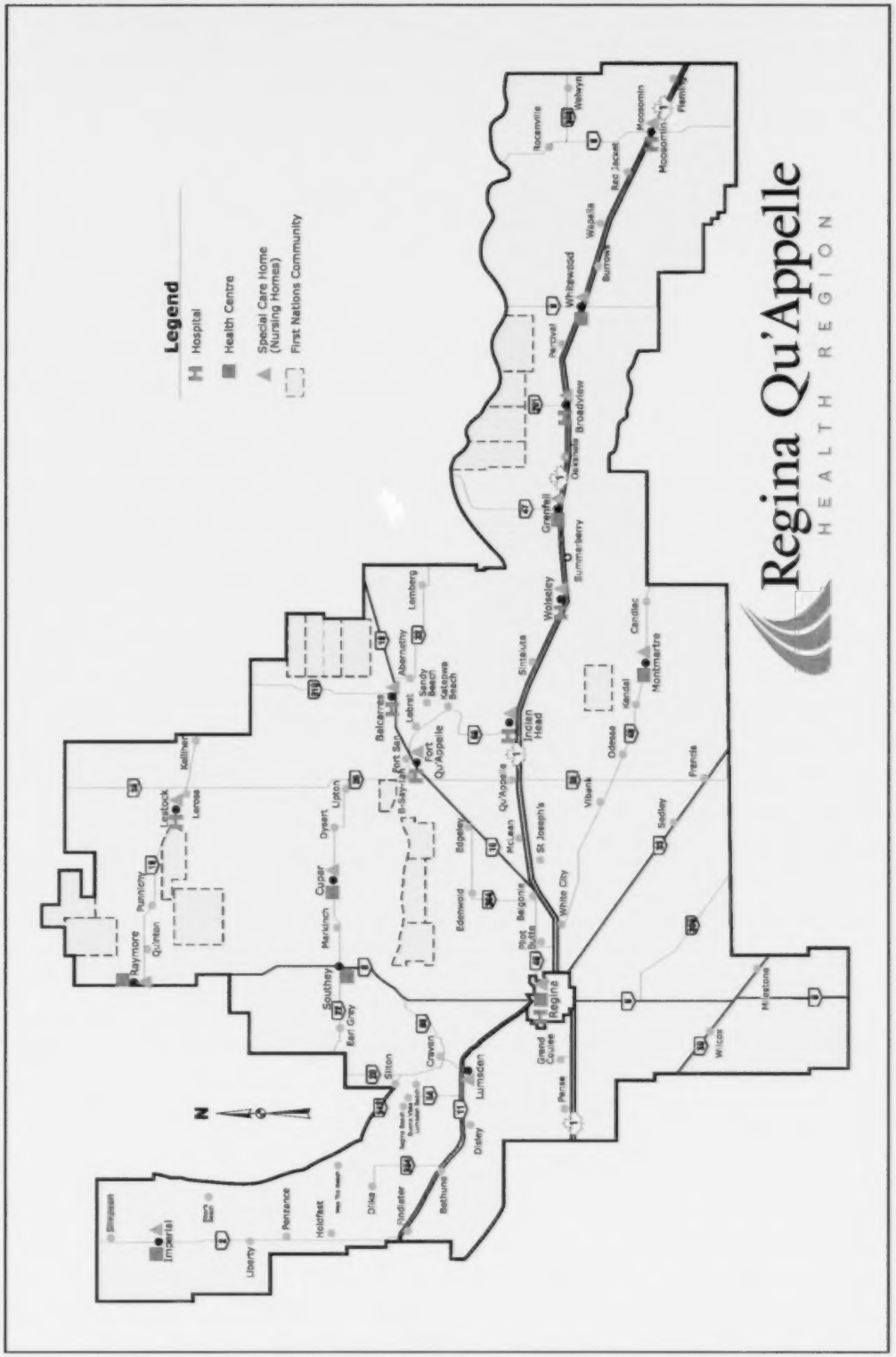
The region selects performance indicators which will help measure its progress towards achieving its strategic priorities. Financial statements are audited by the Office of the Provincial Auditor prior to publication, in compliance with Canadian Generally Accepted Auditing Standards. The auditor ensures the financial information is adequately reproduced and consistent.

This report provides an opportunity to assess the region's accomplishments, results and lessons learned in 2013-14.



Regina Qu'Appelle Health Region

Regina Qu'Appelle Health Region



Accomplishments

The annual report provides an opportunity to showcase some of the many accomplishments achieved by the region and its employees and physicians.

2013-14 was marked by high points which saw the launch of new initiatives and programs in support of improving the client experience, as well as recognition of the efforts of staff and physicians in improving the community, patient care and overall patient experience. Here are some examples:

- The RQHR made significant progress in reducing its projected 2013-14 deficit and is working towards a balanced budget for 2014-15. The RQHR has made significant progress in reducing its budgeted deficit during the past year, from $15 million at the beginning of 2013-14 to $1.58 million by the end of March 2014. Significant credit goes to our staff and physicians who have worked to improve quality and safety and patient flow and through their diligent daily management of our resources.
- Unit 3-2 at the Wascana Rehabilitation Centre decreased their time-loss injuries by 47 per cent in 2013 and decreased their overall injury frequency by 50 per cent over the last fiscal year. Unit 3-2 participated in a pilot project as part of the RQHR's Injury Reduction Strategy. [see photo 1]

Mike Higgins, Vice President of Human Resources and Communications, presents Marie Legault-Lalonde, Unit 3-2 Manager and her staff with a safety achievement certificate.
Photo #1

- The RQHR has achieved a 29 per cent reduction in workplace injuries over the last two fiscal years. 2013-14 saw a 19.2 per cent reduction alone.
- Pioneer Village's Unit 2E injury claims dropped from 128 in 2008, to 76 in 2009, to 36 in 2012, and under 30 in 2013. One lost-time injury was attributed to unit 2E in 2012 and as of February 2014, the unit has been injury free for over a year.
- Residents in Regina's inner-city neighbourhoods have improved access to every day health care, thanks to the opening of the Meadow Primary Health Care Centre on July 2, 2013, which provides after-hours care and links to other health services available to clients. [see photo 2]
- The Early Years Family Centre at the Gathering Place in Regina opened in April 2013, of which the RQHR is a partner. The centre seeks to improve health outcomes in children up to six years old.

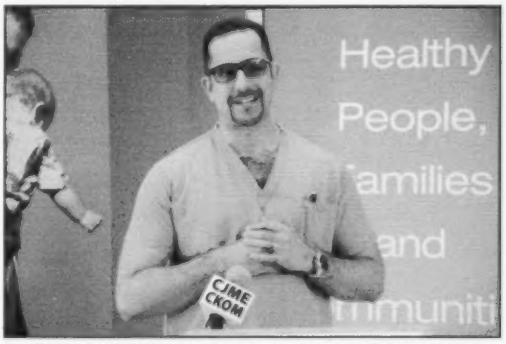
From left to right: Regina Qu'Appelle Health Region President and CEO Keith Dewar, Health Minister Dustin Duncan, and Dr. Rob Horner at the Grand Opening of the Meadow Primary Health Care Centre.
Photo credit: Medical Media Services. Photo #2

Accomplishments (cont'd...)

- A Park and Ride service for staff at the Regina General Hospital was implemented in 2013. This improved parking options for employees as well as improved congestion around the hospital, leaving more parking spaces open for patients, visitors and residents of the area.
- There has been a 22 per cent reduction in hospital occupancy at the Regina General Hospital and a 10 per cent reduction at the Pasqua Hospital when comparing the timeframes of November 2013 - January 2014 to November 2012 - January 2013.
- The RQHR's Clinical Psychology Pre-Doctoral Residency program successfully graduated its first two Forensic Psychology residents in 2013.
- Admit no bed numbers at both the Regina General Hospital and the Pasqua Hospital have been reduced significantly last year in comparison to years before.
- In December 2013, the rooftop heliport official opening took place at the Regina General Hospital. It is Saskatchewan's first rooftop heliport, which allows access for helicopter landings, which saves precious minutes for those with critical care needs. [see photo 3]

A STARS helicopter on Saskatchewan's first rooftop heliport, located at the Regina General Hospital. Photo credit: Medical Media Services. Photo #3

- The region performed 14 per cent more surgeries than the previous fiscal year. Cancer wait times were also improved.
- The region's surgical service line implemented operating room workplace assessment recommendations, the Long Waiter policy, and implemented safety strategies which included the hand washing campaign, falls prevention program, and a surgical site infections and surgical safety checklist.
- The 500th electrophysiology procedure was completed at the Electrophysiology Lab in March 2014. [see photo 4]
- Social Media is an important communications tool that helps the region connect with its clients. The region's social media includes Facebook, Twitter, and a YouTube channel. From April 1, 2013 to March 31, 2014 the region had an increase of 814 likes on its Facebook page (increase of 668 per cent from 124 to 938). The biggest increase in followers occurred during influenza season in December and January. In January 2014, the region joined Twitter, which was an integral part of the



Dr. Omar Sultan, the physician who has conducted all 500 electrophysiology procedures for the Electrophysiology Lab. Photo credit: Medical Media Services. Photo #4

Accomplishments (cont'd...)

communications strategy for the H1N1 outbreak and influenza immunization campaign which allowed the region to get flu information and clinic schedules out to the public in a timely manner.

Lean Accomplishments

Lean has provided the methodology and tools for continuous improvement.

Lean events improve processes and eliminate waste so that every patient served receives reliable, safe and timely care. Patients are already waiting less time for services and experiencing better care.

Examples include:

- The X-ray wait times in the Regina General Hospital were reduced by 75 per cent in the summer of 2013, thanks to a Rapid Process Improvement Workshop (RPIW). Prior to the RPIW, the time from when an X-ray was ordered until it was received back in the Emergency Department was, on average, one hour and 17 minutes. The RPIW lowered that time to only 17 minutes. [see photo 5]

Bonnie Cameron, Manager of the Regina General Hospital's Medical Imaging Department, discusses the daily visual management board with Eileen Moore, a patient participant, and Mike Prokopetz, a Radiology Technician. Photo credit: Medical Media Services. Photo #5

- There are now no more client waits for placement in the outpatient treatment program at the Recovery Support Program, formerly the Inpatient Mental Health Day Hospital. The four-week program provides clients with the treatment, care and support they need to manage their illnesses and avoid re-admission to hospital. Prior to the improvement project, patients waited between two and three weeks to attend the program; 13 patients were on the wait list. As a result of the project, the program now offers groups that run concurrently which has eliminated the patient wait. Patient input resulted in the program changing its name from the Inpatient Mental Health Day Program to the Recovery Support Program to better reflect patients' mental health recovery journey.
- There are shorter waits for mental health patients to see a psychiatrist. The work of an improvement project initially reduced the number of Mental Health Clinic patients waiting from 154 to zero. The number of patients waiting has since crept up to 94 as of March 31, 2014 because of unexpected physician scheduling issues and increased demand for psychiatry services. These are currently being addressed through the hiring of a locum; recruitment is ongoing. [see photo 6]

Karen Muller, a registered psychiatric nurse, with patient Aalt Leusiuk. Photo Credit: Medical Media Services. Photo #6

Accomplishments (cont'd...)

- There has been a great reduction in the number of cancelled and rescheduled appointments initiated by the Mental Health Clinic. Prior to an improvement project, the clinic cancelled or rescheduled 31 per cent of its client appointments. Through the work of an improvement project team, this number has been reduced to 2.7 per cent as of March 2014. At the same time, the number of available patient appointments per day has risen from 12 to 28 as of the end of the fiscal year. [see photo 7]

RPIW projects help engage patients in care plans. Photo Credit: Medical Media Services. Photo #7

- There is now an easier, shorter admission process for social detox clients. Clients are no longer required to see a general practitioner prior to being admitted to social detox. Standard work has been developed so that an emergency medical technician now assesses clients when they arrive at the clinic. Should they require physician care, the clinic has arranged to have a daily standing appointment at Meadow Primary Health Care Centre. Additionally, a physician comes to the detox centre twice weekly.
- There are no more X-ray patients waiting alone at the Regina General Hospital. Prior to this RPIW, patients requiring X-rays were brought to the hallway outside of the Radiology Department where they would wait, unattended, until their tests. They had no access to a call button to summon staff and there was potential for injury, such as falls. As a result of the RPIW, porters now bring patients directly to radiology staff.
- There are 226 nursing units and departments with established visibility walls. Visibility walls are an essential element of daily management, providing a permanent location for staff to easily view unit and organizational data. Seven hundred and seventeen staff members have taken part in daily visual management training sessions with the intent of taking the information learned back to their work areas where they will help establish visual daily management practices. Most of the units with visibility walls have begun daily or weekly huddles while the remainder plan to do so shortly. Huddles bring staff together daily, or weekly, to keep them up to date on the activities of their work area and enable them to raise and address issues as they occur.

Accomplishments (cont'd...)

RQHR BOARD OF DIRECTORS VISIBILITY WALL
REGINA QU APPELLE HEALTH REGION
CORPORATE INFORMATION
PUTTING PATIENTS FIRST

The Board of Directors (RQRHA) Visibility Wall. Photo credit: Medical Media Services.

- In 2013-14, patient participants – three dozen in all – took part in each of RQHR's RPIWs. Patient participation and feedback in the region's Lean processes is essential to the success of our continuous improvement work. Through their participation, waste is eliminated and processes improved through their eyes. Those involved have said they appreciated being part of the experience.

  "It's up to all of us to produce a good health system," says Jim Dean who has participated as a patient representative on Lean improvement projects. "Working together in this way, the public, region and the government will overcome the long waits for surgical care and provide a much improved service."

- The RQHR's dedicated Lean website, **www.rqhrlean.com**, grew to become the region's one-stop shop for Lean information, receiving inquiries about Lean employment opportunities and from other health care providers interested in implementing Lean from around the world.

Jim Dean.
Photo Credit: Medical Media Services.

Working Together Towards The Future

Setting the Strategic Direction

The region's vision, mission and values set a clear direction for our organization and for those who work within it.

Vision

Healthy people, families and communities.

Mission

The RQHR is a provincial and community provider of a full range of safe, quality health services, education and research that inspires public confidence. We achieve success in meeting the diverse health needs of our communities through the strength of our people, partnerships and personal responsibility for health.

Values

Together we succeed through...

Compassion: Our caring approach to people, families and communities.

Respect: Honesty, trust and valuing diversity, as well as similarity, will guide all relationships, decisions and actions.

Collaboration: Relationships built upon a shared vision, open communication, involvement and genuine recognition of people's and partners' contributions.

Knowledge: Continuous improvement and effective decision making based on the pursuit of knowledge, evidence, standards of practice and sound ethics.

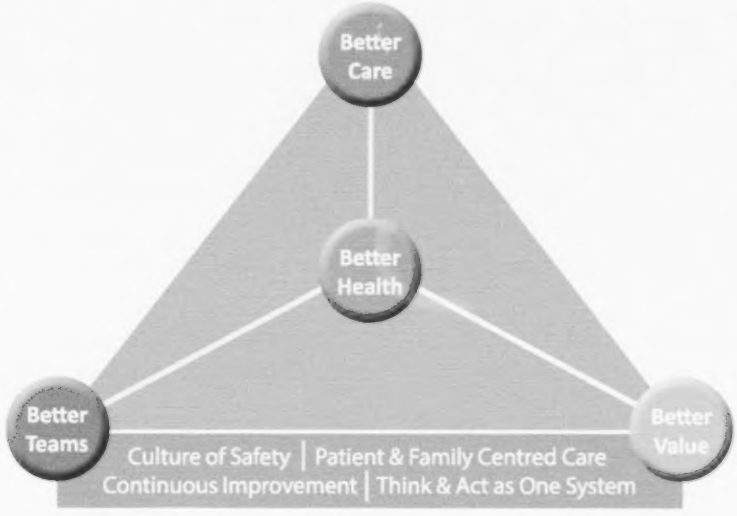
Stewardship: Accountability for the people and resources entrusted to us, and the courage to do what is right.

Working Together Towards The Future (cont'd...)

The RQHR is committed to delivering health services from the patient's perspective.

We are a key partner in the provincial strategic planning (Hoshin Kanri) process that works in collaboration with the Ministry of Health, the Saskatchewan Cancer Agency, 3sHealth, eHealth and the 12 other provincial health regions. Acting as a key partner in a single, integrated, Saskatchewan health system is fundamental to our success.

Our multi-year strategic plan aligns with the provincial strategies of **Better Health**, **Better Care**, **Better Value** and **Better Teams** as well as the Saskatchewan Plan for Growth and is built upon the guiding principles of balanced growth and "thinking and acting as one system." It directs our efforts and provides clear focus as we work towards achieving our Vision of "Healthy People, Families and Communities" and improving access, quality and safety for the people we serve.


Better Care
Better Health
Better Teams
Better Value
Culture of Safety | Patient & Family Centred Care
Continuous Improvement | Think & Act as One System

The plan addresses gaps and opportunities in the following areas:

1. Addressing immediate and longer term needs and requirements of our region and the people we serve.
2. Foundational work that will enable us to accomplish our goals and the provincial health system strategies.
3. "Thinking and acting as one system": linking with the work of the Ministry of Health, the provincial health system and Regional Health Authorities, 3sHealth, eHealth and other partners.

Working Together Towards The Future (cont'd...)

To support the delivery of our multi-year strategic plan goals, we have developed a robust strategic planning cycle for our organization that will guide strategic planning within the region. This planning cycle ensures that every level of our organization from the Regional Health Authority through to frontline managers are engaged and embedded in the planning process and have a clear understanding of what they are required to do to support regional and health system goals and ensure those we serve receive the best possible healthcare experience.

Accountability

Considerable effort is put into working with the Ministry, other health partners and within the RQHR to ensure we are measuring and reporting on progress on a regular basis. A reporting cycle has been developed to ensure we are monitoring progress and as a means of updating the organization and stakeholders, including the public, on a regular basis. The Annual Legislative Report corresponds with the fourth quarter, or year-end report on strategies.

The RQHR's Senior Leadership Team reports regularly on the progress of the multi-year strategic plan and one-year business plan. This includes a quarterly report on strategies, which has the corresponding quarterly CEO updates, and twice monthly Senior Leadership Team reports on business plan progress, which takes place in the form of a corporate visibility wall walk at the Regina General Hospital.

These activities are supported by a communications plan to ensure transparency to the organization and our stakeholders.

Who We Are

The Regina Qu'Appelle Regional Health Authority was created in 2002 with the proclamation of *The Regional Health Services Act*. It is one of 13 regional health authorities in the province. The health authorities receive most of their funding from the Saskatchewan Ministry of Health and provide the majority of health services in the province.

For most purposes, the organization uses the operating name Regina Qu'Appelle Health Region (RQHR) and refers to the governing board as the Regina Qu'Appelle Regional Health Authority (RQRHA). Each year, the Ministry of Health provides each region with an accountability document that sets out the Ministry's expectations for the funding it provides. It contains high-level organizational (governance and directional) expectations and program-specific expectations for the regions. The document is also intended to clarify Saskatchewan Health's organizational, program and service expectations of each region.

As a vital partner with the provincial government and the Ministry of Health, the RQHR is the major health care referral centre for southern Saskatchewan. While the region has a covered population of 280,136[1], it serves approximately half a million people as a tertiary health care provider. The region's population has grown by 8,633 since last fiscal year. Approximately 30 per cent of those who receive day surgery or inpatient hospital services live outside of the region's geographic boundaries.

The RQHR has approximately 7,754.6 full-time equivalent (FTE) positions, a further 971.21 affiliate FTEs, and employs 19 of the region's approximately 625 physicians who have practising privileges. These staff and physicians are supported by more than 1,000 volunteers, and together they provide health care services throughout the region.

RQHR Staff (full-time equivalents)

	2011-2012	2012-2013	**2013-2014**
Nursing	2,464.20	2,610.35	**2,621.76**
Physicians employed by RQHR	23.81	21.71	**20.75**
Professional	791.09	828.25	**778.26**
Support Staff	3,302.71	3,395.66	**3,425.62**
Technical	484.43	499.39	**511.11**
Management*	351.84	366.18	**397.10**
Total	7,472.29	7,721.54	**7,754.60**

* Note: Approximately 20 of the 30.92 out-of-scope (OOS) Management Full-Time Equivalents (FTEs) were re-classifications from the OOS professional category. The re-classifications were due in part to the SAHO-3sHealth OOS Job Standardization Project that took effect in May 2013.

1 The Government of Saskatchewan, *Ministry of Health Covered Population 2013*. http://population.health.gov.sk.ca/thalist.htm

Who We Are (cont'd...)

Affiliate Staff (full-time equivalents)			
	2011-2012	2012-2013	**2013-2014**
Nursing	162.16	163.93	**162.04**
Professional	24.76	24.76	**23.76**
Support Staff	760.20	766.52	**750.68**
Management	34.73	34.73	**34.73**
Total	981.85	989.94	**971.21**

Services

The RQHR offers a comprehensive range of services in the areas of hospital, emergency, rehabilitation, community, mental health, long-term and continuing care, home care, immunization and primary health care services. These services are delivered in two tertiary care hospitals and a specialized provincial rehabilitation centre in Regina, along with six other acute care facilities (located in Balcarres, Moosomin, Indian Head, Wolseley, Broadview and Fort Qu'Appelle). There are 31 region-owned facilities and 11 affiliated long-term care facilities, seven primary health care sites, as well as several public health sites, community health centres, independent physician offices and private residences. For a list of urban, rural and affiliate facilities, please see Appendix B on page 96.

Many of the facilities are owned and operated by the region, but the RQHR also works in partnership with affiliate health care organizations (see page 20).

Hospital Care Utilization			
	2011-2012	2012-2013	**2013-2014**
Admissions	34,549	35,281	**36,595**
Average daily census	655.6	645.7	**650.67**
Average length of stay (days)	7.0	6.7	**6.3**
Births/newborn admissions	3,954	4,087	**4,234**
Emergency visits	108,900	110,000	**107,033**
Radiology procedures	116,755	111,065	**112,164**
Ultrasound procedures	30,560	30,705	**29,995**
Mammography procedures	6,925	7,728	**7,819**
Interventional procedures	11,567	11,016	**11,252**
MRI procedures	13,676	16,372	**16,630**
CT procedures	80,505	114,312	**118,526**
Nuclear medicine procedures	8,586	10,378	**12,329**
Bone mineral densitometry procedures	4,185	4,380	**4,262**

Who We Are (cont'd...)

Acute Care Surgery

	2011-2012	2012-2013	**2013-2014**
In-patient surgery	10,665	10,754	**11,904**
Outpatient surgery – operating room	12,109	12,478	**14,711**
	22,774	23,232	**26,615**

Laboratory Services

	2011-2012	2012-2013	**2013-2014**
Clinical Laboratory - Orders placed	1,089,540	1,111,836	**1,137,580**
Clinical Laboratory -Tests performed	3,662,535	3,783,155	**3,952,096**
Surgical Pathology, Hematopathology and Autopsy - Case count	44,171	45,917	**43,670**
Cytopathology - Case count	71,053	60,148	**58,495**

Home Care Service Hours

	2011-2012	2012-2013	**2013-2014**
Number of units*	334,791	361,498	**357,718**

* A unit is an hour of service or one meal served via Meals on Wheels. Service hours include nursing, home services, Meals on Wheels, therapies (physical, occupational and social work), volunteers and community support.

Regina Emergency Medical Services (EMS)

	2011-2012	2012-2013	**2013-2014**
Rural responses	745	886	**783**
Out-of-region	101	101	**90**
Inter-facility	3,264	3,557	**3,891**
Urban responses	14,222	14,579	**14,214**
No-transport calls	5,432	5,747	**5,833**
Total calls	23,764	24,870	**24,811**

Regina EMS was 89 per cent compliant in responding to emergency situations in under 8:59 minutes in 2013-14. The national standard for major urban centres is a compliance rate of 90 per cent.

Who We Are (cont'd...)

Academics and Research

Photo credit: Medical Media Services.

One of the region's roles is to serve as an academic and research centre for health care learners. The role of the Regina Qu'Appelle Health Region (RQHR) as an academic and research centre evolved and expanded in 2013-14. Of note was the increase in the number of under and post graduate medical learners (see below) who either rotated or permanently made their home at the University of Saskatchewan, College of Medicine's Regina Campus (based at the Regina General Hospital). Feedback from these medical learners is sought frequently and comments like the 'more intimate connection with smaller class sizes' and 'more hands-on participation' reinforces the benefits of the Regina campus experience. The past year also saw 18 University of Saskatchewan, College of Medicine graduates join the RQHR medical practitioner community.

	Actual				Projected	
Medical Learners	**2010-11**	**2011-12**	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Junior Undergraduate Rotating Student Internship/Clerks	29	27	35	39	40	40
3rd Year	12	20	24	28	38	38
2nd Year		12	17	38	38	40
Family Medicine Residents	25	29	30	29	26	26
Geographically Based Residents (Obstetrics/Gynecology, Psychiatry, Internal Medicine, Emergency Room)	14	18	31	22	27	30
Rotating	195	225	259	298	300	300
Total	**275**	**331**	**396**	**455**	**473**	**488**

A recent provincial mapping project identified that Saskatchewan is on track to have 5.2 per cent more nursing student preceptor placements (RQHR 2013 = 245) and 33.5 per cent more group placements (RQHR 2013 = 230) in the current year. This identifies the increasing number of students from the province's nursing programs (Registered Nurse, Practical Nurse, Psychiatric Nursing, Continuing Care Assistant and Nurse Practitioner) who also learn and participate in patient care within the RQHR.

Finally, the RQHR was home to up to 70 learners per month from a variety of other professions (Pharmacy, Physiotherapy, Respiratory Therapy, etc.) who studied within the region on a full-time basis.

Expanding the number and quality of Inter-Professional Based Learning (IPBL) opportunities available for Regina-based learners continues to be a goal of those supporting academic

Who We Are (cont'd...)

health sciences. In 2013-14 approximately 300 students from a variety of academic programs (social work, medical laboratory technologist, psychology, paramedic, medicine and nursing) participated in two IPBL opportunities. These IPBL sessions are very difficult to schedule into learner curriculums but are known to enhance the educational experience and provide participants with further insight into the roles and scope of practice of other members of the health care team.

The popularity of the Dilawri Simulation Centre, as a venue for both health science learners and practitioners to hone their skills in a safe and interactive setting, grew again in 2013-14. Users and faculty of the Centre continue to express their support of simulation tools to improve learning retention in a fun, safe and engaging environment. The Centre managed 2,625 participants (345 bookings with over 700 facilitators) from academic and clinical settings in the past year. A few highlights of the year included the annual RQHR nursing staff education days and voluntary after-hours sessions where medical learners worked to perfect their critical care skills. There was also a continued and growing interest in faculty development and in the past year 80 physicians, staff and other health care partners participated in basic and advanced education in the delivery of simulation based education.

In 2013-2014, 103 new studies were approved by the RQHR Research Ethics Board. Since many studies require more than one year to complete, the region was actively involved in 218 studies during the 2013-2014 fiscal year, representing 47 specialty areas.

Building better teams and providing better care continues to be the goal of those involved in academics and research within the RQHR.

Photo courtesy of the Dilawri Simulation Centre staff.

Who We Are (cont'd...)

Client Representative Services

The RQHR encourages clients who have concerns to speak directly with those involved in their care, such as their doctor, nurse or other health care professional, or the appropriate supervisor or manager, for timely resolution of their concerns at the point of service.

If clients believe that their concerns are not resolved to their satisfaction, they can contact the region's Client Representative Services. A client representative will listen to their concerns, ensure that the concerns are reviewed with region staff and physicians involved, and will provide clients with a coordinated response.

The region continues to promote Client Representative Services through brochures available at registration/admission desks, in all clinical/program areas and more visible access on the Internet site at **www.rqhealth.ca**.

To contact the client representative service, call 1-866-411-7272 outside of Regina and 306-766-3232 for Regina residents. You can also contact them via email at **clientrep@rqhealth.ca**.

Client[2] Service Commitment

"We will provide safe, quality, respectful service in a welcoming environment."

We will achieve our commitment through...

A welcoming approach:

- Be considerate, respectful and courteous at all times.
- Listen to truly understand what is important.

Working together:

- Work in partnership to ensure service is coordinated, communicated and understood.
- Share timely, accurate and relevant information with clients and the service team to make the best decisions regarding service options.

Quality service:

- Provide service in a timely, skilled and safe manner appropriate to client needs.

Continuous learning:

- Invite clients to share their service experience in order to guide our learning and enhance our practice.

2 Client may refer to: a) clients, patients, residents and their immediate support systems (those important to them); or b) an internal client within the organization, such as another department.

Who We Are (cont'd...)

Emerging Health Issues

The RQHR is committed to addressing the emerging needs of our region and will continue to deal with common risk factors associated with infections and chronic diseases among our residents.

- There continues to be significant opportunity to strengthen primary health care service to:
  - Meet the needs of our aging population with increasingly complex health needs including growing chronic disease management requirements.
  - Support RQHR goals related to waits in emergency and acute care flow.
- Falls are an ongoing issue which continues to grow. The RQHR expects the number of people who experience falls to increase as baby boomers age and live longer than previous generations. The region has implemented a falls prevention strategy to deal with the issue.
- Provincially, rates are higher than the national average for adolescent pregnancy. Between 2006 and 2010, the average adolescent pregnancy rate in Saskatchewan ranged from 0.8 per 1,000 for 10 to 14 year olds to 64.2 per 1,000 for 19 year olds. Between 2005 and 2010 the average adolescent pregnancy rate for 15 to 19 year olds in Saskatchewan was 45.9 per 1,000, compared to 29.3 for Canada. Looking across the province, the adolescent pregnancy rates increase from south to north, ranging from 29.2 per 1,000 women aged 15 to 19 in the south to 129.5 in the north. The rate for the three most northern health region/authorities is 126.4 per cent higher than the rate for the southern-most health regions.[3]

3 The Saskatchewan Prevention Institute. Adolescent Pregnancy in Saskatchewan.
Available at http://www.skprevention.ca/wp-content/uploads/woocommerce_uploads/2014/02/Adolescent-Pregnancy-Report-January-2014.pdf

Who We Are (cont'd...)

Key Partners

The Regina Qu'Appelle Health Region works closely with a number of affiliated agencies and other health care organizations in providing services and programs to residents of the RQHR and the province.

An affiliate, as defined by *The Regional Health Services Act*, is an operator (other than the region) of a hospital or a not-for-profit special care home. A health care organization, as defined by the *Act*, is an affiliate, or an organization prescribed in regulation, that receives funding from a regional health authority to provide a health service.

The RQHR also works closely with the Ministry of Health, the Saskatchewan Cancer Agency, 3sHealth, eHealth and the 12 other health regions. Please see Appendix C for the 3sHealth shared services report.

Regina Qu'Appelle Health Region Contracted Private Facilities

Name of Private Facility	Service Provided	Relationship and Accountability to RQHR
Radiology Associates of Regina Medical PC Incorporated	CT scanner.	Contracted to provide CT scanning exams for RQHR outpatients.
Aspen Medical Surgery Inc.	Day Surgery (orthopedic and general surgery procedures).	Contractual agreement outlining obligations and service provision. Operator governed by the *Canada Health Act*, *The Health Facilities Licensing Act (Saskatchewan)* and *The Regional Health Services Act (Saskatchewan)*. Numerous reporting requirements including weekly procedure reports and utilization; monthly complications reports; quarterly patient satisfaction reports; semi-annual volume of insured services; annual financial reports.
Regina Surgical Centre	Day Surgery (orthopedic, ear, nose and throat surgeries, dental procedures, plastic surgeries and cataracts.	Contractual agreement outlining obligations and service provision. Operator governed by the *Canada Health Act*, *The Health Facilities Licensing Act (Saskatchewan)* and *The Regional Health Services Act (Saskatchewan)*. Numerous reporting requirements including weekly procedure reports and utilization; monthly complications reports; quarterly patient satisfaction reports; semi-annual volume of insured services; annual financial reports.

Who We Are (cont'd...)

Name of Private Facility	Service Provided	Relationship and Accountability to RQHR
Gamma-Dynacare Medical Laboratories	Specimen Collection, Transport and Report Distribution.	Relationship: To operate Patient Service Centres (PSC) to provide community laboratory services of the following type: • Leasing, operating, and maintaining required numbers and locations of PSC • Providing on-site phlebotomy, accessioning, and specimen preparation services • Mobile phlebotomy services • Transportation services for specimens, reports, blood products, other supplies, etc. between specified locations • Report distribution Accountability: To provide the Services to the RQHR in accordance with and subject to the terms and conditions contained in the Agreement; and, in relation to the provision of Services to work in a collaborative way towards achieving the goal of health improvement in the Health Region and its referral areas.

Regina Qu'Appelle Health Region Affiliates

Name of Affiliate	Service Provided	Relationship and Accountability to RQHR
Raymore Community Health & Social Centre	Part-time clinic, visiting physicians, visiting nurse practitioner, other visiting professionals.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, quarterly statistical reporting.
Extendicare (Canada) Inc. (Elmview, Parkside, Sunset)	Parkside Heavy care long-term care, Transition Unit. Elmview Heavy care long-term care, Quick Response Unit. Sunset Heavy care long-term care, young adult programming.	Parkside, Elmview and Sunset are Health Care Organizations with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
Cupar & District Nursing Home	Heavy care long-term care, small Adult Day Support Program integrated in the activities program.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
Lumsden & District Heritage Home	Heavy care long-term care, small Adult Day Support Program integrated in the activities program.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
Santa Maria Senior Citizen's Home	Heavy care long-term care, specialized dementia unit, respite care.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
Regina Lutheran Housing Corp.	Heavy care and long-term care.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.

Who We Are (cont'd...)

Salvation Army William Booth Special Care Home	Heavy care long-term care, convalescent care, palliative hospice, large Adult Day Support Program, respite care.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
The Qu'Appelle Diocesan Housing Company	Institutional light long-term care for a very frail population who meet special criteria, small assisted living program for residents in housing.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.

Who We Are (cont'd...)

Community-based organizations and third party partners

Other contracted organizations assist the RQHR in achieving its goals. The community-based organizations and third parties that receive funding through the region in 2013-14 are listed below.

Organization Contracted	Service Provided	Relationship and Accountability to RQHR
Canadian Red Cross	To provide and manage the Red Cross Veterans' Arts & Craft program at the Wascana Rehabilitation Centre.	Contractual agreement outlining obligations. Quarterly reporting, with annual summary report.
Mutchmor Lodge	Subsidy for care of transferred level 2 patients.	Contracted service and monthly statements confirming names of residents who continue to reside there, from the Hostel, and who have moved to other care services (subsidy then cancelled for these people).
North Central Community Association Inc.	Assist in the provision of resources and care to community clients by increased access to health related services.	Contractual agreement outlining obligations and responsibilities; monthly statistical reports regarding nursing activity; annual financial report.
Planned Parenthood Regina	a. Youth focused sexual health service including counseling, medical service, education and advocacy. b. HIV strategy: funding for YEAH Peer Harm Reduction project to establish a peer group for at-risk and vulnerable youth to provide education, counseling, client-centered care and support.	a. Contractual agreement; quarterly income/expense and monthly program statistics; annual report including audited financial statement. b. Contractual agreement ending early this fiscal year. We continue to support educational capacity and resources to implement routine HIV testing.
Aids Programs South Saskatchewan	a. Provision of supplies required to provide Needle Exchange/Harm Reduction programming to meet protocol and standards of practice of RQHR Program. Includes provision of staff training, immunization, consultation and guidance by RQHR personnel. b. HIV Strategy: expansion of Needle Exchange/Harm Reduction Program (Sat) and AT RISK group and Circle of Courage women's group; services to increase availability support programming for at-risk and HIV positive clients/community members.	a. Contractual agreement; maintenance of daily and monthly needle exchange statistics reported on a monthly basis. b. Contractual agreement outlining obligations and responsibilities; operational plan and annual budget; quarterly revenue/expenditure and statistical/program reports; annual report and audited annual financial statement.

Who We Are (cont'd...)

Organization Contracted	Service Provided	Relationship and Accountability to RQHR
All Nations Hope Network	HIV Strategy: outreach to HIV positive and at-risk community members and families; provision of education, assistance with case management and social issues, referrals, prevention resources, assistance with integration of services and client access to Elders, medical care and treatment.	Contractual agreement outlining obligations and responsibilities; operational plan and annual budget; quarterly revenue/expenditure and statistical/ program reports; annual report and audited annual financial statement.
Carmicheal Outreach	HIV Strategy: housing support and assistance for those living with HIV and at-risk for HIV who are experiencing housing challenges, are vulnerably housed and/or homeless.	Contractual outlining obligations and responsibilities; operational plan and annual budget; quarterly revenue/expenditure and statistical/program reports; annual report and audited annual financial statement.
Street Workers Advocacy Program	a. HIV Strategy: Outreach to HIV positive and at-risk community members and families; provision of education, assistance with case management and social issues, referrals, prevention resources, assistance with integration of services and client access to medical care and treatment. b. HIV Strategy: HIV Peer Mentorship program providing peer support and role modeling; engaging at-risk and HIV positive clients and community members.	a. Contractual agreement outlining obligations and responsibilities; operational plan and annual budget; quarterly revenue/expenditure and statistical/program reports; annual report and audited annual financial statement. b. Contractual agreement outlining obligations and responsibilities; quarterly review and semi-annual and year end work plan reports.
Cosmopolitan Learning Centre Inc.	Provide a variety of life skills training, employment opportunities as well as recreational and social activities for adults with intellectual and accompanying physical disabilities.	Grant agreement renewed annually which outlines responsibilities and obligations. Monthly activity report submitted.
Leading Thunderbird Lodge Inc.	Management of funds for capital improvements.	Provide funding to LTL upon confirmation from Ministry of Health that the services have been received.

Who We Are (cont'd...)

Organization Contracted	Service Provided	Relationship and Accountability to RQHR
Mental Health Assoc./ Regina Branch Inc.	Provide funding for 7.5 full time employees (FTE) to provide supported socialization and vocational programming to persons with severe and persistent mental illness.	Contractual agreement outlining obligations. Annual report, quarterly report and audited financial statements.
Mobile Crisis Services, Inc.	Provide after-hours mental health crisis response.	Contractual agreement outlining obligations. Annual report, quarterly report and audited financial statements.
Phoenix Residential Society	Provide programming and housing to persons with severe and persistent mental illness. Provide support to persons living in the community who have severe and persistent mental illness, and to those at risk of eviction.	Contractual agreement outlining obligations. Annual report, quarterly report and audited financial statements.
Ehrlo Community Services	Provide respite services to parents/guardians of children with mental health disorders and to help improve child behaviour. Provide residential support to adults with Aspergers Disorder.	Contract agreement outlining obligations. Monthly statistical/financial reporting, annual report and audited financial statements. Outcomes specified in agreement.
Salvation Army Waterston Centre	Provide daily practical residential support to persons with severe and persistent mental illness.	Contractual agreement. Monthly statistics, quarterly financial reports, and year-end financial reporting.
Rainbow Youth Centre Inc.	Provide community-based support, counseling, and intervention services to hard to reach inner city youth (ages 11-19) who live a street lifestyle or are at risk and lack services and resources.	Contract agreement outlining obligations. Monthly statistical/financial reporting, annual report and audited financial statements.
Regina Community Clinic	Provide community-based support, counseling, and intervention services to hard to reach youth and adults with FASD or suspected of having FASD.	Contract agreement outlining obligations. Monthly statistical/financial reporting, annual report and audited financial statements.
Regina Recovery Homes Inc.	Provides a 23 bed, 30 day inpatient addiction treatment program located at Pine Lodge in Indian Head.	Contractual agreement outlining obligations. Annual reporting period. Jointly run admissions committee.
Student Energy in Action for Regina Community Health Inc.	Student-run organization. Provides limited after-hours primary health care to residents of Regina's North Central neighbourhood.	Grant agreement; semi-annual financial and activity reports.
City of Regina Transit Department	Paratransit use for Adult Day Support Programs.	Small operating grant in recognition of the significant Paratransit use for Adult Day Support Programs.
Lumsden and Craven Seniors' Program Inc.	Assisted living in seniors' housing including a meal program.	Community-based grant agreement.

Who We Are (cont'd...)

Organization Contracted	Service Provided	Relationship and Accountability to RQHR
Milestone Assisted Living Advisory Board	Assisted living in seniors' housing.	Community-based grant agreement.
Salvation Army Waterston Centre	Supportive residential program.	Community-based grant agreement.
Autism Resource Centre	Provide Home/community-based individualized programs and advice regarding treatment services for adults with autism. Provide summer programming to children with autism.	Contract agreement outlining obligations. Monthly statistical/financial reporting, annual report and audited financial statements.
Ehrlo Community Services	Provide children and youth diagnosed with ASD a variety of rich experiences through sport, social connections and creativity.	Contract agreement outlining obligations. Monthly statistical/financial reporting, annual report and audited financial statements.
Aboriginal Family Service Centre	Provide early Learning/Child Care and Family Support.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
Rainbow Youth Centre Inc.	Provide early Learning/Child Care and Family Support.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
Regina Early Learning Center	Provide early Learning/Child Care and Family Support.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
Regina Open Door Society	Provide early Learning/Child Care and Family Support.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
First Years Child Care	Provide early learning/child care and family support services to families with vulnerable children.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
Stepping Stones Child Care Cooperative	Provide early learning/child care and family support services to families with vulnerable children.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
Hope's Home Incorporated	Licensed integrated day care & respite program for children with complex medical needs and children from the community.	Grant agreement renewed annually with RQHR (Home Care & Rehab) which outlines responsibilities, obligations and evaluation.
Cupar Lions Volunteer Ambulance	Provide basic life support and transport	Contractual agreement outlining obligations. Annual financial report.
Hutch Ambulance Moosomin Inc.	Provide basic life support and transport.	Contractual agreement outlining obligations. Annual financial report.
Imperial & District Volunteer Ambulance	Provide basic life support and transport.	Contractual agreement outlining obligations. Annual financial report.
JT Ambulance Service Inc.	Provide basic life support and transport.	Contractual agreement outlining obligations. Annual financial report.
Prairie Ambulance Care Ltd. (Balcarres)	Provide basic life support and transport.	Contractual agreement outlining obligations. Annual financial report.
Rural Medical First Responder Teams (31 Teams)	Provide rural medical first response.	Mutual Aid Agreement. Patient Care Report Forms Audited.

Who We Are (cont'd...)

Organization Contracted	Service Provided	Relationship and Accountability to RQHR
Strasbourg EMS – Money routed through Saskatoon Health Region	Provide basic and/or advanced life support and transport.	Contractual agreement outlining obligations. Annual financial report.
Soo Line Ambulance Assoc.	Provide basic life support and transport.	Contractual agreement outlining obligations. Annual financial report.
615672 Saskatchewan Ltd. o/a Touchwood EMS	Provide basic life support and transport.	Contractual agreement outlining obligations. Annual financial report.
Valley Ambulance Care Ltd. (Fort Qu'Appelle)	Provide basic life support and transport.	Contractual agreement outlining obligations. Annual financial report.

Governance

The Regina Qu'Appelle Regional Health Authority

The Regional Health Services Act establishes the Regina Qu'Appelle Regional Health Authority (RQRHA) as the governing body of the Regina Qu'Appelle Health Region (RQHR). The RQRHA has responsibility for ensuring all health care programs are effectively and efficiently planned, delivered, monitored and evaluated on behalf of the residents of the RQHR.

These responsibilities include:

- Strategic planning;
- Fiscal management and reporting;
- Building and maintaining key relationships with stakeholders;
- Quality management initiatives;
- Monitoring, evaluating and reporting of performance indicators; and
- Monitoring the management and performance of the authority and the Chief Executive Officer.

The Regional Health Services Act defines the roles and responsibilities of the Minister of Health and the regional health authorities. The minister and the Regional Health Authorities work in conjunction to ensure coordinated province-wide planning for the health system.

At a strategic planning session in 2013, the RQRHA maintained their committees to continue to efficiently focus on important issues.

Committees developed within the RQRHA focus on specific important issues related to the quality, safety and performance within the health care system. The RQHR's committees are focused on the following four issues:

- Quality and Safety
- Audit and Finance
- Governance, Performance and People
- Surgical Oversight (a committee which includes the RQRHA and management and the Ministry of Health).

Who We Are (cont'd...)

It is through these committees, that the RQRHA focuses on key priorities. One of the provincial goals is to provide Sooner, Safer, Smarter health care. For the Quality and Safety Committee, this encompasses a focus on wait lists within the region, safety issues for both staff and patients, and also the quality of health care provided throughout the RQHR.

The Audit and Finance Committee focuses on opportunities to manage the health region's resources within its annual budget allocation.

Through its Governance, Performance and People Committee, the RQRHA examines region-wide policies to ensure open access within the RQHR so that employees can feel safe in bringing issues forward.

The Surgical Oversight Committee was formed with a specific focus on ensuring the delivery of surgical procedures within provincially agreed upon wait times.

In addition to the committees, the RQRHA believes that public engagement will also help to provide direction for enhancing the delivery of health care in southern Saskatchewan.

One of the goals of the Board from day one has been to have input from the various communities that it serves which is done through community consultations. The process is to have the board and management together, answering questions put forward by the public, and to respond in the future to questions we may not have answers to at the meeting. We get back to them with a report and follow up. This keeps citizens within the region as involved and as up-to-date as possible.

The RQRHA is committed to learning from actual patient experiences. At every RQRHA public meeting, a story is shared about a patient experience. The RQRHA listens to the real experiences of patients and relatives at the start of each meeting to learn how problems in care provision affect and impact patients and their families, and to maintain focus on continually improving patient safety and experience. This gives the RQRHA insight into what needs improvement within the health region, as well as what is currently being done to address any issues that require action.

The Quality and Safety Committee will follow-up on actions arising from a story and report back to the RQRHA to enhance accountability.

To support the authority in fulfilling its responsibilities, authority members participate in a variety of other meetings, education sessions and activities including, but not limited to, the RQRHA community consultations, strategic planning sessions, governance training, volunteer appreciation events, employee and physician long service and retirement functions, 3sHealth board of directors, the Practitioner Liaison Council, the Pediatric Steering Committee, as well as numerous events sponsored by the Ministry of Health.

Board members report to their colleagues at regular monthly meetings regarding their participation in these activities and committees. Authority members must travel extensively to attend meetings, which are held throughout the region. In 2013-14, of the eight authority meetings, two were held outside of Regina.

Who We Are (cont'd...)

The following nine RQRHA members, whose appointments were made by Health Minister Don McMorris on May 22, 2012, were authority members at the end of the fiscal year 2013-14:

Lloyd Boutilier – Regina (Chairperson)
Brian Barber – Regina Beach (Vice Chairperson)
Sean Quinlan – Regina
Colleen Bryant – Regina
Gary Semenchuck – Regina
Jacqueline Carter – Fort Qu'Appelle
Peter Woidyla – Indian Head
Linda Jijian – Regina
Jocelyne Lang – Regina

Practitioner Advisory Committee

The Practitioner Advisory Committee is responsible for assisting the Senior Leadership Team in the organization, management and functioning of practitioner staff; the development of rules, regulations and policies; and in making recommendations to the Chief Executive Officer; the Senior Leadership Team and the regional health authority in accordance with medical staff bylaws.

Committee members, as of March 31, 2014 are:

Dr. G. White, Chairperson, Associate Dean, College of Medicine
Dr. E. Alport, Head, Department of Laboratory Medicine
Dr. L. Blignaut, Head, Department of Family Medicine
Dr. T. Diener, Chief Medical Health Officer
Dr. S. Karunakaran, Vice President, Regional Medical Association
Dr. D. McCutcheon, Vice President Medical Services
Dr. D. McCarville, Regional Medical Association
Dr. T. Ross, President, Regional Medical Association
Dr. M. Salim, Head, Department of Cancer Services

Administration

The RQHR is administered by the Senior Leadership Team. The team, as of March 31, 2014, is made up of:

Keith Dewar, President and Chief Executive Officer

Dr. Tania Diener, Medical Health Officer

Karen Earnshaw, Vice President, Integrated Health Services
- Primary Health Care Service Line

Who We Are (cont'd...)

Mike Higgins, Vice President, Human Resources & Communications

Val Hunko, Vice President, Integrated Health Services
- Surgical Service Line
- Women & Children's Health Service Line
- Specialized Ambulatory Care Service Line

Carol Klassen, Vice President, Knowledge and Technology Services

Dr. David McCutcheon, Vice President, Physician and Integrated Health Services
- Medicine Service Line
- Physician Service Line

Susan Neville, Vice President, Integrated Health Services
- Clinical Support Service Line

Robbie Peters, Vice President and Chief Financial Officer

Michael Redenbach, Vice President, Integrated Health Services
- Mental Health & Addictions Service Line
- Facility Based Continuing Care & Rehabilitation Service Line

Marlene Smadu, Vice President, Quality & Transformation

Progress in 2013-14

Key activities carried out in the RQHR in 2013-14 supported the province-wide goal of creating a responsive, efficient patient-centred health system. Providing patient and family-centred care, fulfilling the provisions of the Saskatchewan Surgical Initiative, the implementation of Lean and implementing new models for the delivery of primary health care are key components of that goal.

Progress in 2013-14 reports on the hoshins and five-year outcomes and improvement targets (key activities) carried out in the RQHR in the 2013-14 fiscal year. The region has taken strides towards reaching its goals, but there is still work to be done to achieve the provincial five-year targets and outcomes.

In an effort to show how resources are used, the RQHR continues to improve the linkage between financial and non-financial performance information.

Successes achieved and challenges faced are both presented in *Progress in 2013-14* which follows.

As a means of ensuring transparency and accountability, and to enable the public in understanding our targets and initiatives, performance progress is posted throughout the year on **www.rqhealth.ca**.

Progress in 2013-14
Table of Contents

Better Health	33
Better Care	39
Better Value	55
Better Teams	57

Progress in 2013-14
Better Health

Better Health Strategy

Improve population health through health promotion, protection and disease prevention, and collaborating with communities and different government organizations to close the health disparity gap.

Primary Health Care:

5 Year Outcomes:

- *By 2017, people living with chronic conditions will experience better health as indicated by a 30% decrease in hospital utilization related to six common chronic conditions (Diabetes, Coronary Artery Disease [CAD], Chronic Obstructive Pulmonary Disease [COPD], Depression, Congestive Heart Failure, Asthma).*

5 Year Improvement Targets:

- **80% of patients receive care for six common chronic conditions consistent with clinical practice guidelines (2017).**
- **50% improvement in Primary Health Care (PHC) access on day of choice (2017).**

Hoshin:

By March 2014, improve access and connectivity in Primary Health Care innovation sites and use early learnings to building foundational components for spread across the province.

RQHR Project:

Two primary health care innovation sites: the Meadow Primary Health Care Centre and Touchwood Qu'Appelle Primary Health Care Collaborative were established in 2013-14 to address the above targets.

Measurement Results:

- The Chronic Disease Management Quality Improvement Program (CDM-QIP) is being led by eHealth Saskatchewan. In the RQHR, there has been training for PHC providers:
  - for 8 out of 11 PHC sites;
  - 39 out of 44 physicians;
  - approximately 65 Fee-for-Service Family Physicians;
  - and 13 out of 17 Nurse Practitioners (NP's).
  - moving forward, the RQHR is striving to have training complete for all PHC physicians/ NPs by May 30, 2014.
- Over the past fiscal year, implementation of PHC networks has begun. Interim leadership was also put in place to help build networks and teams. Additionally, two innovation sites were established and are moving ahead and becoming operational.

Progress in 2013-14
Better Health

Moving forward into the next fiscal year, to reach the target, the RQHR will:

- Work on current state assessment and development of final PHC organizational structure;
- Put into place templates and processes for regular data collection;
- Establish urban/rural PHC network design & service delivery models;
- Enhance relationships with family physicians;
- Establish standard work for chronic disease prevention and management;
- Develop a staffing resource plan for PHC Networks;
- Continue with team development (Lean, scope of practice, leadership development, etc.);
- Build the infrastructure (budget, facilities, technology, Lean processes, Electronic Medical Record, data plan, CDM-QIP roll-out, refine measurements and reporting;
- Work to influence policies/legislation;
- Develop/implement a communications/marketing strategy;
- Link with 2014/15 Hoshins – the Emergency Department patient flow strategy, seniors' strategy, and access to specialty care/diagnostics, etc.

Progress in 2013-14
Better Health

At Risk Populations:

5 Year Outcomes:

- *By 2017, at risk populations (all age groups) will achieve better health through access to evidence-based interventions, services and/or supports.*

5 Year Improvement Targets:

- **50% reduction in occupation of acute care beds by seniors waiting for community service supports (2017).**
- **50% reduction of individual readmissions within 30 days (mental health inpatient and acute care units) (2017).**

RQHR Project:

- The seniors' strategy was in its early development stage in 2013-14.
- Many Lean and Kaizen projects were centred on improving mental health and addiction readmission rates in 2013-14.

Results:

- In December 2013, the Ministry of Health announced it would provide funding for long-term care (LTC) to the regional health authorities (Urgent Issues Action Fund). The RQHR began planning for training staff and other long-term care supports for seniors to be implemented in 2014-15. In addition to planning, over the last fiscal year, the RQHR:
  - continued to achieve good timely placement for long-term care needs;
  - provided several alternatives to long-term care placement available to seniors including the Transition Unit; Quick Response Unit; and home care;
  - began training of Gentle Persuasive Approaches (GPA) to all staff in long-term care;
  - provided a variety of specialized programming available in LTC facilities including dementia units, acquired brain-injury unit, mental health assessment and stabilization, convalescent care, respite; and
  - had good quality indicator reporting from all facilities, leading to corrective action plans where necessary.

Progress in 2013-14
Better Health

Moving forward to meet the 2017 target, the RQHR will:

- implement Purposeful Hourly Rounding and an enhanced dining experience;
- provide additional options for convalescent care and alternate levels of care;
- create a quality improvement plan for LTC;
- monitor/evaluate the Home First/Quick Response pilot;
- implement Seniors Friendly Hospital initiatives;
- plan for replacement of LTC facilities; and
- will link to provincial initiatives, including zero waits in the Emergency Department, and mental health initiatives.

There have been many improvements in the mental health inpatient and acute care units resulting from our Lean events in 2013-14, yielding results such as:

- 100 per cent of patients discharged from the inpatient unit now have a "warm" hand-off to their community provider prior to leaving the unit.
- the lead time from referral to first day of treatment in the Recovery Support Program was reduced from 24 to nine days, a reduction of 63 per cent.

Moving forward, to meet the 2017 target, the RQHR will:

- improve outpatient wait times;
- embed and replicate Lean improvements;
- prepare for the recommendations from the Mental Health Action Plan report;
- support provincial initiatives, such as Hot-spotting; and
- link with primary health care networks.

The Patient Experience

The RQHR values listening to and learning from patient experiences, and appreciates any feedback that patients or families have about the region's care. The following testimonials are real patient stories which give insight into the region's care, challenges and improvements made over the past year.

If a patient wishes to share their personal story with the RQHR, please contact Kate Crowley at 306-766-5227 or **kate.crowley@rqhealth.ca**

Photo Credit: Medical Media Services.

Never give up

Lorie McGeough was a Registered Nurse in the region for 37 years. A few years ago, she went into an Atrial Fibrillation, which is a condition where the heart beats too fast and irregularly.

Unfortunately, Lorie's medication didn't work so she agreed to get an ablation and had to wait 10 months before getting the procedure done.

The long wait was just the beginning of many unfortunate things that happened to Lorie. Many things went wrong during her procedure. She experienced a cardiac tapenade (when pressure on the heart occurs when blood or fluid builds up in the space between the heart muscle and the outer covering sac of the heart). When she woke up from the procedure, she knew that something was wrong.

Lorie's phrenic nerve was also compromised, which affected her breathing. She had troubles breathing and the ablation was not fully successful. The medical team suggested a cardioversion which was not successful. In the aftermath, Lorie ended up having a hemorregonic left-sided stroke.

The nurses and doctors saved her. Physicians called her a miracle. Patients rarely survive from the medical occurrences Lorie experienced.

"I would not be here if it was not for the amazing expertise, and strength of the people with me in the Cardiac Care Unit that day," said Lorie.

After the stroke, she couldn't read, write or even talk. She ended up going to the Wascana Rehabilitation Centre.

"Something inside of me didn't want to give up," said Lorie. The medical staff told her that it would take her several years before she could regain her communication skills.

Lorie was determined to regain her communication skills as soon as possible. She worked hard to gain her speech and writing skills back.

One of Lorie McGeough's paintings.

"A lot of health care workers don't fully understand a stroke. People think after you have a stroke, it's the end. And that's not necessarily true."

"People think that if you can't communicate, you have lost your marbles when you haven't. They talk to you as if you were a child. Or, they may think that you are deaf and shout at you when they talk, because you don't have the means to say 'I can hear you' or 'I can understand you' due to your loss of communication skills."

Lorie has a rare type of aphasia called conductive aphasia. It is characterized by intact auditory comprehension, fluent speech production, but less than stellar speech repetition. As of today, she has full communication skills, despite the aphasia.

Although she experienced so many unfortunate complications, Lorie has found a positive side to her stroke.

"I see life differently right now," said Lorie, who is also an artist. "I see colours in a different way – they are more vivid. It opened up a new world for me. I don't think about dying anymore."

Lorie has channeled her positive energy into her beautiful art creations, and shares her powerful story with others.

"The most important thing in our lives is communication. It is my wish to share with others that communication is one of the most powerful skills we have."

Progress in 2013-14
Better Care

Better Care Strategy

In partnership with patients and families, improve the individual's experience, achieve timely access and continuously improve health care safety.

Emergency Department Waits and Patient Flows:

5 Year Outcomes:

- *By March 31, 2017, no patient will wait for care in the Emergency Department (ED).*

Improvement Targets:

- **50% decrease in ED wait times (2015).**

RQHR Project:

RQHR Patient Flow Activities:

- A daily bed planning and management process (Real Time Demand Capacity) was implemented in 2012.
- An Electronic Bed Management System was implemented in 2013, including improved roles and procedures to better respond to periods of increased occupancy were implemented.
- Regular reporting on key patient flow performance measures was distributed to senior leadership.

Results:

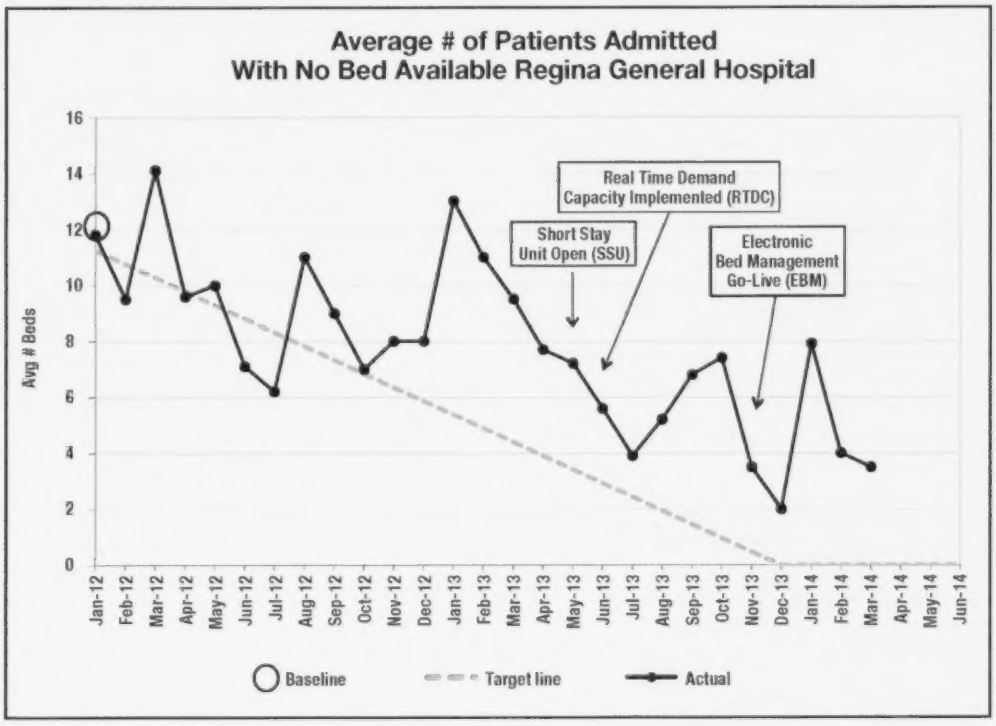
- Nine inpatient hallway beds were closed in 2013 as a result of the RQHR's patient flow initiatives.
- In both the Regina General and Pasqua Hospitals, emergency wait times have decreased (when comparing the March 2013 data to March 2014 data).
- There has been a significant reduction in the use of Emergency Department overflow space (Code Burgundy).
- The number of admitted Emergency Department patients waiting for an Inpatient bed (Admit No Bed patients) has been reduced, while overall occupancy at the Pasqua and General Hospitals has increased.

Moving forward, the Patient Flow Department will integrate the regional patient flow 2014/15 work plan with the initiatives under the provincial Emergency Department Waits and Patient Flow Implementation Strategy hoshin, which will include:

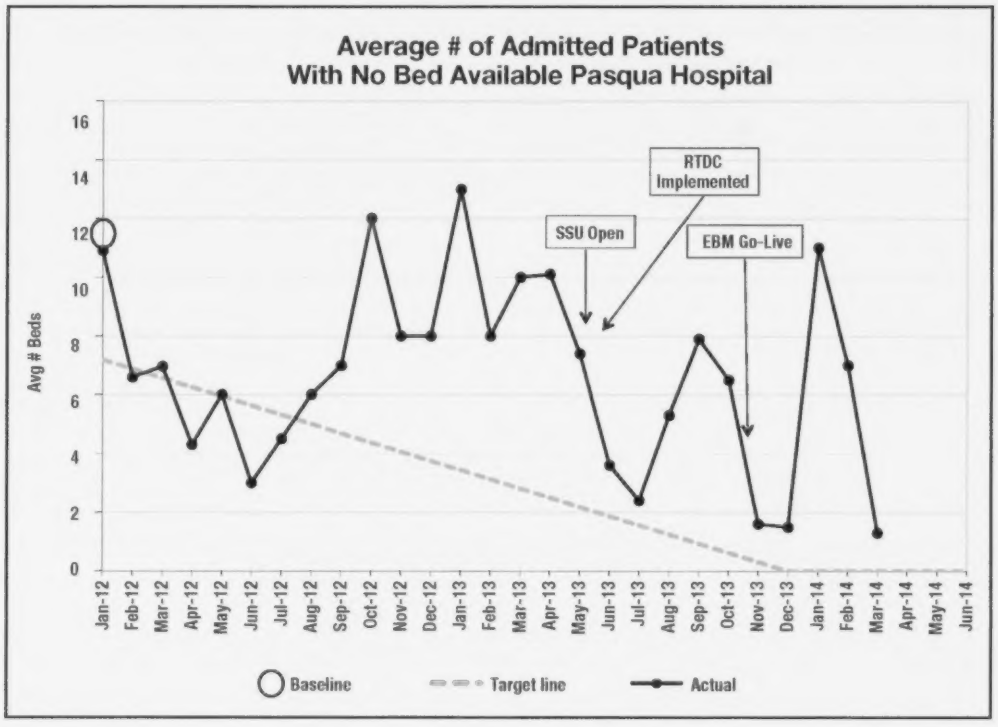
- Enhanced plans and accountabilities to further improve occupancy and emergency department waits at the Regina General and Pasqua Hospitals.

Progress in 2013-14
Better Care

- Real-time reporting on key occupancy and wait measures.
- Implementation of tools and processes to support a more proactive approach to achieving daily capacity demands.
- Alignment of existing beds to better align with patient care needs.
- Implementation of activity to improve the utilization of existing bed capacity such as improving the length of stay of patients and reducing readmission rates.



Progress in 2013-14
Better Care



The Patient Experience

Compassionate care is not an option

Janet Barber knows firsthand how treating patients with compassion makes all the difference.

In 2005, one of her sons passed away due to a tragic accident in her small community. He was 15, and Barber's other sons were 17, 13, and nine at the time.

Barber did all she could to help her children through the grieving process – she took them to councillors and grief support groups, and offered all the support she could while the family struggled to find their way without her son.

Barber's 17 year old son had the misfortune of suffering from survivor guilt. He undertook risky behaviours, and had a hard time talking about his deceased brother. In spite of this, he was able to graduate from high school and wanted to attend post-secondary education in British Columbia (B.C.).

Barber did her due diligence and researched his condition and what she could do to help him. She came to understand that people with strong support from family and friends were the most likely to recover.

Barber's family encouraged the son to pursue his dreams. He went to a college in B.C., and stayed in residence. The Barber's had extended family in the same city that could offer support.

Barber and her family thought they were on the road to recovery. What they didn't understand or recognize was how the stressful triggers were affecting their son's thinking.

In February 2007, he experienced his first psychotic episode in reaction to stress triggers.

Despite her son's progress, due to his condition, he experienced seven more hospital admissions and three diagnoses.

Barber and her family have had both amazing and horrible experiences with the mental health care system.

"My son is a bright, athletic, musical, funny young man with family and friends who love him and want to support him," said Barber. "He has goals, aspirations and dreams similar to any young man's."

Barber and her family wanted to be supportive throughout his journey.

While her son was receiving treatment, she wanted to know about his care and behaviour so that she could support his recovery.

"Imagine my surprise when I was told that I couldn't possibly be told how my son was sleeping while receiving treatment as that privacy act was a "bugaboo." Imagine my outrage when a nurse

said 'Ma'am, you have no idea how many times I have wrestled with your son to keep him from escaping,'" explained Barber. "To put this into perspective, at no time has my son ever asked for information to be withheld. In fact, at one point in his outpatient program, he had signed a consent to share information with us. This was in the Regina Qu'Appelle Health Region."

It was hard for Barber to make care decisions and learn how to help her son due to the limited care information that was provided to her.

"My son is very clever. He was a certified patient, and had escaped from the unlocked unit several times. On each occasion the onus was pretty much put on us to find him and return him."

In one particularly disturbing episode, the Barber's son's 78 year old Grandmother found him on her doorstep in hospital pajamas, miles away from the hospital. She had to walk him back into the unit with the police.

"None of the staff members even looked up as they walked past the desk. We were told that our beautiful boy, the apple of our eye, was basically a 'salvage operation.'"

"It takes little time to instill hope, and compassionate care makes all the difference."

"One time when my son breached his inpatient pass while in Kelowna, I ended up walking into the unit with him and a police officer. As opposed to his granny's experience, our reception was warm and compassionate. The nurse asked 'Are you ok? You're welcome to stay with him tonight, go get yourself a cup of tea.' She encouraged me to call the unit anytime to check up on him."

"Being told that I could call anytime to see how he was doing was huge. Often when I would phone Kelowna their response would be 'Hi Janet, I'm glad you called. Let me tell you about his day. One of my favourite stories is when a support staff told me that my son has my smile. Firstly, it let me know that someone had made him smile. Secondly, it made me feel welcome."

"Frankly, my son was mine before he became the health system's patient and he will always be mine. We need some tools in our toolbox to help him manage his goals so that he can have a meaningful role in life – no matter what that looks like."

"Initially, I was fearful for him to return to the health system. I am encouraged to see that his caseworker is willing to meet him anytime and anywhere. I am seeing small changes that make me hopeful that our way of treating people like my son and his family can and will change for the better."

Throughout these times, the Barbers' son has had successful work experiences, has gone to university, played various sports, ran marathons and been involved with family holidays and get-togethers, just like any other young man.

"Help me (and all families) hold his hope for him until he can hold it for himself. Remember to treat each person as if they were your son, your daughter, your mother, or your dad."

Progress in 2013-14
Better Care

Surgical Initiative:

5 Year Outcomes:

- *By March 2017, all people have access to appropriate, safe and timely surgical and specialty care (cancer, specialist, and diagnostics) as defined by the improvement targets.*

5 Year Improvement Targets:

- **100% of cancer surgeries/treatments done within consensus timeframe from the time of suspicion or diagnosis of cancer (2015).**
- **3 month surgical wait time (2014).**
- **50% decrease in wait time for appropriate referral from primary care provider to specialist or diagnostics (2017).**

Hoshin: Transform the patient experience through sooner, safer, smarter Surgical Care.

RQHR Project:

In 2013-14, the RQHR has worked on the following in order to meet surgical targets:

- Maximizing Operating Room (OR) theatre capacity & efficiency;
- Improving OR scheduling;
- Maximizing inpatient bed capacity;
- Load leveling waitlists with targeted sections;
- Creating surgical pathway targets; and
- Stabilizing the work force.

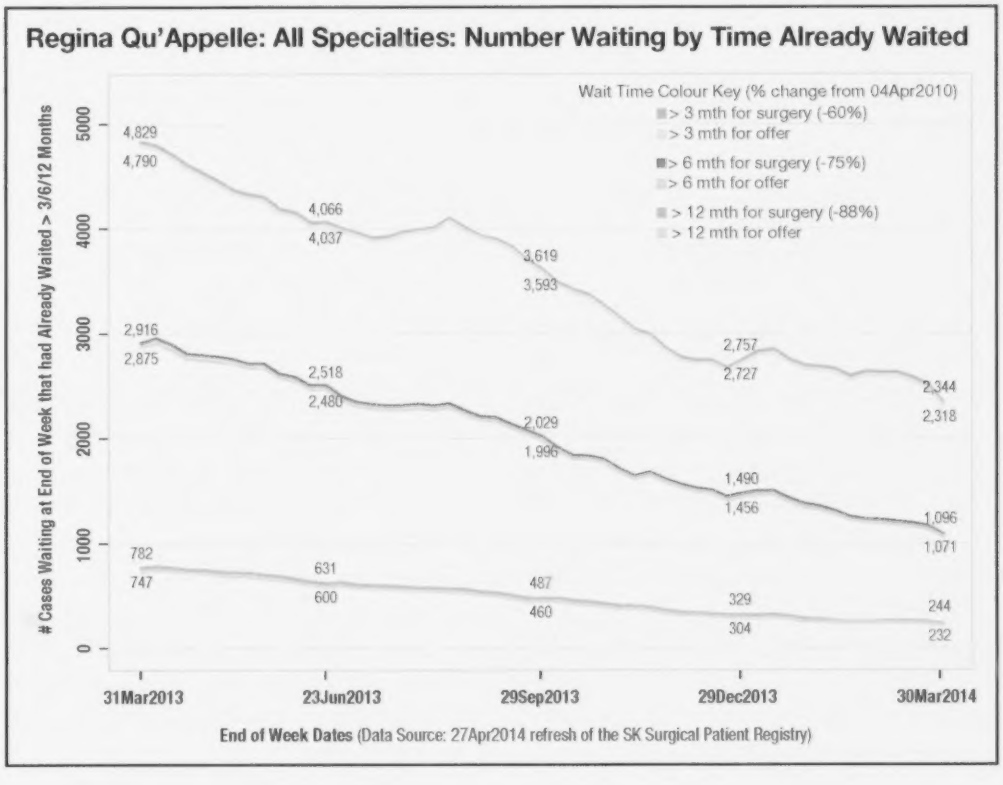
Results:

- In 2013-14, the RQHR performed 26,615 surgeries – over 3,000 more surgeries than the previous fiscal year.
- The number of patients waiting for more than three months for surgery has decreased by 60% in March 31, 2014 when compared to the number of patients waiting more than three months for surgery in March 31, 2010.
- There is now an increased capacity to train operating room nurses.
- Surgical capacity has been expanded through the use of third-party surgical and diagnostic services.

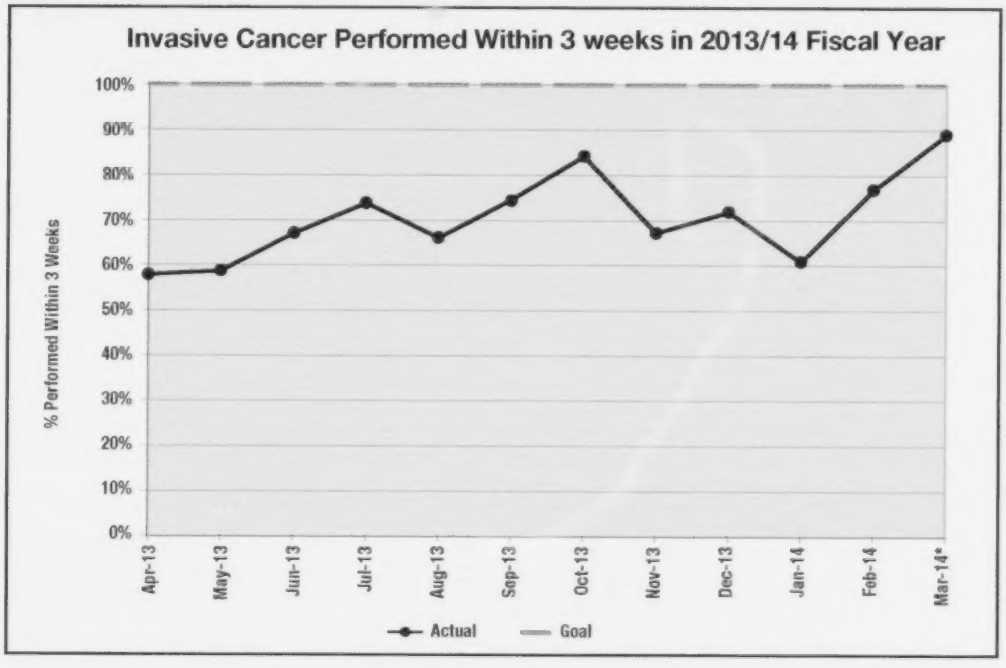
Progress in 2013-14
Better Care

The RQHR will continue efforts that were made in 2013-14 to continue improving the surgical wait time for cancer and non-cancerous surgeries, as well as the referral time for patients. The RQHR expects to meet its surgical wait time target by March 2015.

In 2013-14, the RQHR undertook redesigning the Musculoskeletal Pathway Clinic to meet the goals of Saskatchewan's hip and knee patient pathway. The RQHR will be opening a Hip and Knee Osteoarthritis Clinic which will reduce osteoarthritic patients length of stay and provide patients with access to comprehensive care for their condition. The clinic is the first of its kind in Saskatchewan and is scheduled to open in the fall of 2014.



Progress in 2013-14
Better Care



Summary of Invasive Cancer Waits for Surgery Between 17MAR2014 and 13APR2014 Inclusive

Surgeon Specialty	Total Invasive Cancer Cases Performed	Total Invasive Cancer Cases Performed Within 3 Weeks	Percent Invasive Cancer Cases Performed Within 3 Weeks	Total Invasive Cancer Cases Performed Excluding Prostatectomies	Total Invasive Cancer Cases Performed Within 3 Weeks Excluding Prostatectomies	Percent Invasive Cancer Cases Performed Within 3 Weeks Excluding Prostatectomies	Percent Within Target Dr. Ogrady Method
General Surgery	43	39	90.70	43	39	90.70	90.70
Obstetrics and Gynecology	20	17	85.00	20	17	85.00	85.00
Urology	15	15	100.00	15	15	100.00	100.00
Cardiothoracic Surgery	6	6	100.00	6	6	100.00	100.00
Neurosurgery	3	3	100.00	3	3	100.00	100.00
Plastic Surgery	3	3	100.00	3	3	100.00	100.00
Otolaryngology	2	2	100.00	2	2	100.00	100.00
ALL SPECIALTIES	92	85	92.39	92	85	92.39	92.39

Data Source: 27APR2014 refresh of the SK Surgical Registry data mart
Patient unavailable days have been subtracted from the wait times.
Prostatectomies include the following procedure groups (if present):
Prostate Removal Using Laser, Prostatectomy (except radical), and Prostatectomy (radical).
The Dr. Ogrady method includes the prostate cancer cases, but gives them a target of 3 months (91 days) rather than 3 weeks.

Progress in 2013-14
Better Care

Culture of Safety – Patient Safety:

5 Year Outcomes:

- *By 2017, establish a culture of safety with a shared ownership for the elimination of defects (uncorrected errors).*

5 Year Improvement Targets:

- **Provincial Safety Alert/Stop the Line System implemented (2017).**
- **Zero patients experiencing a medication defect (2017).**
- **Zero patients experience a preventable surgical site infection from clean surgeries (NHSN class I, II) (2017).**

Hoshin: Safety Culture: Focus on Patient and Staff Safety

RQHR Project:

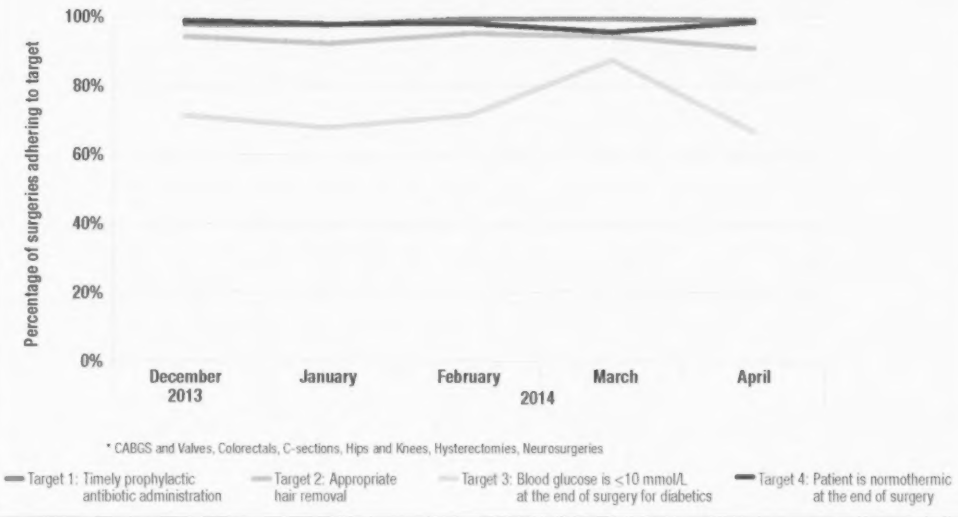
- The provincial Stop the Line System information can be found on page 50.
- In 2013-14, the region participated on the Provincial Guiding Coalition for the Safety Alert System and the Stop the Line initiative being prototyped by the Saskatoon Health Region. In addition, an RQHR working group, which includes patients and family members, developed draft policy and procedures, algorithms and supporting documents related to educating staff and physicians and changing the culture of safety.
- In 2013-14, the RQHR formed a Surgical Site Infection Prevention working group to develop and deploy interventions including Surgical Site Infection Prevention Bundles surveillance and reporting. The RQHR was also part of provincial working groups related to the implementation of the Surgical Infection Prevention Bundles and Surgical Site Infection Prevention more broadly.
- In 2013-14, work continued on medication reconciliation on admission as one of the components of moving to zero medication defects. As well, safety crosses to monitor medication errors have been implemented on patient care units.

Results:

- The provincial Stop the Line System information can be found on page 50.
- As of 2013-14, units in the RQHR now have medication error safety crosses, are completing root cause analyses on medication errors, and are dealing with errors in real-time. Moving forward, the RQHR will continue to support the management of patient safety at the unit/service level through daily visual management, safety huddles, and the Stop the Line initiative. The region did not meet the target of zero preventable surgical site infections from

clean surgeries. However, phone surveillance of patients 30 days after surgery has been implemented for targeted surgeries, which provides support and education to patients, and has produced more reliable data for tracking. The implementation of the Surgical Site Infection Prevention Bundles has improved, as noted in the graph below.

Adherence rate for the components of the surgical site infection prevention bundle, Pasqua Hospital and Regina General Hospital, target surgical procedures*, December 2013 - April 2014



The Patient Experience

New dialysis machines make a world of difference

When the province was looking into purchasing new dialysis machines, they sought input from renal patients from the Saskatoon and Regina Qu'Appelle health regions.

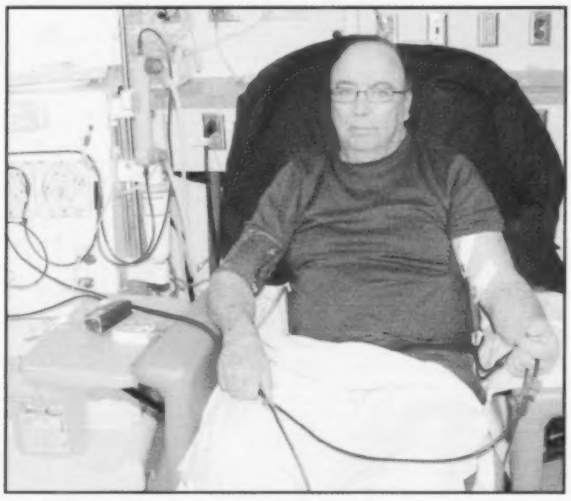
Two renal unit patients at the Regina General Hospital were asked to trial three potential machines.

The patients' trialed one machine per week, using it three times.

Louis Levesque was one of the patients.

For Levesque, several things stood out about the current B-Braun Dialog+ machines.

Better cleaning, the ability to customize profile settings, reduced leg cramping, and better technology were just a few. The new machine also allows the patient to swivel the screen so they can view their own dialysis progress. Previously, the whole machine would have to be turned around in order for the patient to see their screen readings.



Louis Levesque.

The dialysis machines that the region used to have had a limited set of profiles available for patients. A "profile," is the ability to tailor treatment settings for fluid removal (ultrafiltration) and sodium levels. The new machines include not only more profiles, but allows the patient and health care provider to customize the profile based on the patient's need.

"A better cleaning makes all the difference: it gives me more energy, I sleep better and I feel better. Now I can work more hours at my job and I don't have to take as many breaks during my work-day. I feel more energized when I spend time with my family."

For dialysis patients like Levesque who receive treatment several times a week, better care makes all the difference.

Progress in 2013-14
Better Care

Culture of Safety – Staff Safety:

5 Year Outcomes:

- *By 2017, establish a culture of safety with a shared ownership for the elimination of occupational injury. (uncorrected errors).*

5 Year Improvement Targets:

- **Zero workplace injuries (2017).**

RQHR Project:

In 2013-14, the RQHR worked collaboratively with the Saskatoon Health Region to plan the Stop the Line safety initiative. Our region developed a draft policy and procedure, which we will finalize in 2014-15.

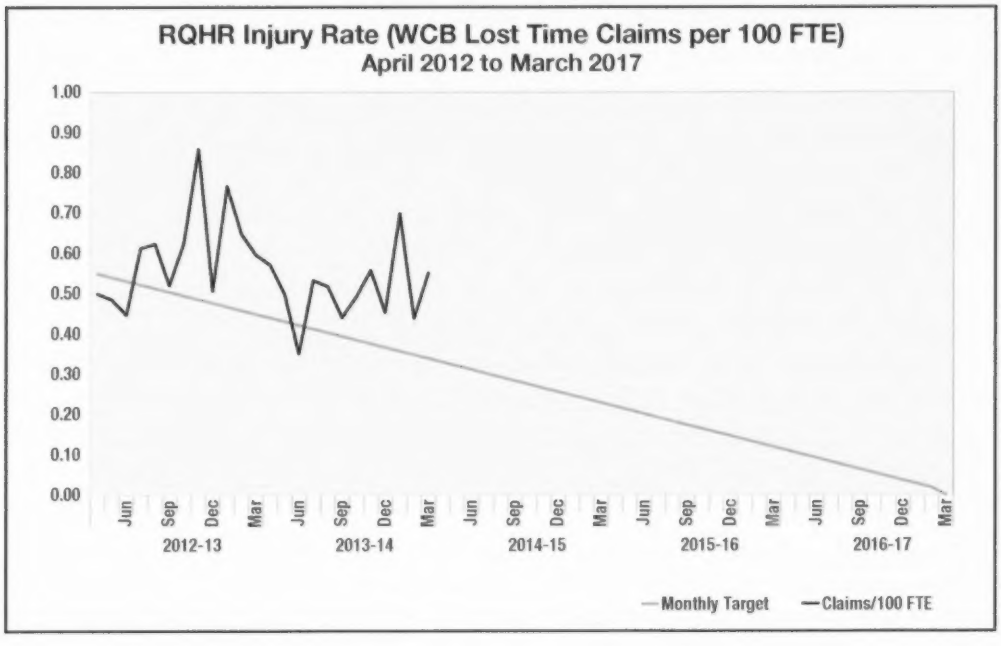
The RQHR also updated and enhanced safety policies including the adoption and integration of the provincial Safety Management System framework. A safety pilot project was completed at the Wascana Rehabilitation Centre's Unit 3-2, which resulted in a 47 per cent drop in time loss injuries. The pilot project will be expanded into other units in the region's facilities.

Other actions in 2013-14 included: an initiative to reduce exposure to blood and body fluids; enhanced training opportunities for our Occupational Health Committee members; improved procedures for reporting and investigating workplace incidents and hazards; and an observational audit tool to assist in reinforcing safe patient transfers and lifts.

Results:

The RQHR has achieved a 29 per cent reduction in workplace injuries over the last two fiscal years. 2013-14 saw a 19.2 per cent reduction alone.

Progress in 2013-14
Better Care



Moving forward, in 2014-15 the Culture of Safety injury reduction strategy will focus on: monitoring the effect of the revised incident reporting procedures, leadership accountability, improved procedures for conducting hazard and risk assessments, and training resources (the RQHR will be partnering with the Saskatchewan Association for Safe Workplaces in Health for this) in an effort to achieve zero workplace injuries. The region will also be implementing an enhanced harassment policy, violence prevention policy and program, improving Safety Policy and developing standard work, and will further improve access to bariatric equipment in the next fiscal year. We will continue collaborative work on the provincial Stop the Line initiative and expand the safety pilot project.

Progress in 2013-14
Better Care

Infrastructure:

5 Year Outcomes:

- *By March 31, 2017, all Information Technology (IT), equipment and infrastructure will be coordinated through provincial planning processes to ensure provincial strategic priorities are met.*

5 Year Improvement Targets:

- **Strategy developed to integrate IT/IM (Information Management) services throughout the provincial health system (2014).**
- **IT, capital, facility renewal coordinated, integrated and delivered provincially (2017).**

RQHR Project:

- In 2013-14, the RQHR undertook several projects to improve IT systems. The availability of patient information was improved, and the functionality of clinical systems was expanded to enhance safe quality patient care.
- Certain critical infrastructure requirements were also addressed in 2013-14.

Results:

- The various projects provided many positive results for the region, including:
  - Improved supports for primary health care (specifically the Meadow Primary Health Care Centre & the Touchwood Qu'Appelle initiative);
  - Increased participation/input from family physicians;
  - Completed patient/user integration with Pharmacy Information Program (PIP);
  - Additional clinical documents and scheduling developed for 12 outpatient clinics providing services to approximately 100,000 patients;
  - Implemented a patient portal for the Child Immunization Program, along with online documentation;
  - Sunrise Clinical Manager (SCM) Rollout to additional service areas with additional functionality.
- New system supports from the projects included:
  - The rollout of Electronic Bed Management Phase 1;
  - The implementation of the Emergency Medical Services/Ambulance Computer Aided Dispatch system;
  - Gateway Online.
- Moving forward, the RQHR will continue working with eHealth/3sHealth, RHAs/SCA on the development of the provincial business case. The RQHR will also:

Progress in 2013-14
Better Care

- Revise/approve the RQHR Information Management/Information Technology/Equipment plan;
- Finalize the RQHR IM/IT/Equip 2014/15 project plan;
- Track the availability of critical applications and services and the support effort associated with them;
- Monitor progress of major projects that the IT department is involved with.

The Patient Experience

An Automated External Defibrillator saved my life

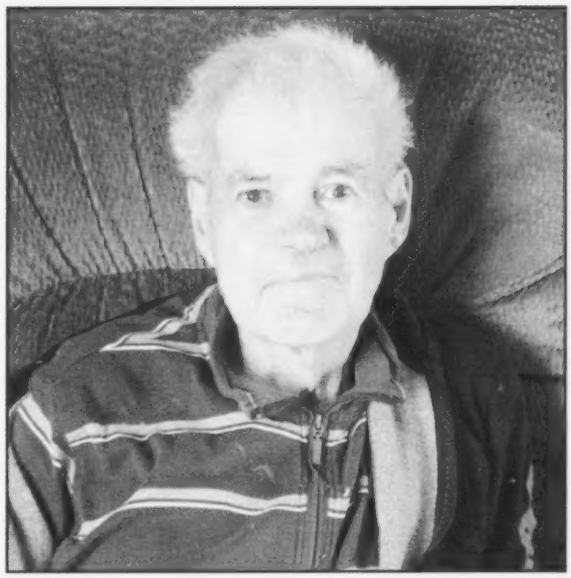
"When I drove into town that day in January, I had no idea that something bad was going to happen."

Mary Lezon and her husband Edward were going to the Victoria Square Mall to run some errands. Mary went to a nearby bank while Edward went to a jewelry store in the mall.

When Mary returned to the mall there was a crowd of people gathered around, looking panicked. To her horror, when she made her way through the crowd, she saw Edward lying on the floor.

Everyone was watching, but no one seemed to know what to do. Luckily, a member of the public knew from Edward's symptoms that he needed an Automated External Defibrillator.

"They said he had ventricular fibrillation, which is a fast heart. They kept him in the hospital for two weeks after the incident."



Edward Lezon.

Prior to the incident, Edward never had heart problems.

"The Automated External Defibrillator helped save my husband, and I think it's necessary for a lot of people from young to old to be aware of how and when to use one.

When a person is put into that position, you just have to get their heart beating. I think people should be aware of all the things you can do to help save others in emergency situations, whether it's CPR, or use of an Automatic External Defibrillator. There would be a lot less people standing around, not knowing what to do."

You can never predict when someone will need an Automatic External Defibrillator, but by knowing how to use one, you could save someone's life.

Progress in 2013-14
Better Value

Better Value Strategy

Achieve best value for money, improve transparency and accountability, and strategically invest in facilities, equipment and information infrastructure.

Financial:

5 Year Outcomes:

- ***By March 31, 2017, as part of a multi-year budget strategy, the health system will bend the cost curve by lowering status quo growth by 1.5%.***

RQHR Project:

- In 2013-14, the RQHR, through its engagement in provincial work to think and act as one system with the province, has been involved in developing a provincial approach to business case development for health system savings. In addition, the RQHR focused on reducing human resource costs by improving staffing schedules and monitoring overtime.

Results:

- Early planning in 2013 indicated that there would be a potential deficit of $25 million. Subsequently, this was revised to $15 million, as a result of identified projects and initiatives which were approved by the Regional Health Authority (RHA) in May 2013. Through a focus on quality and safety, patient flow and diligent daily management, the RQHR finished 2013-2014 with a deficit of $1.6 million, which is less than 0.2% of total operating expenditures.
- Moving forward into the next fiscal year, the RQHR will have a continued focus on quality and safety, patient flow, primary health care, and continued daily management of our resources.
- There will be planned and targeted initiatives which are carrying forward from 2013-14. This includes master roster scheduling reviews and development of standard, consistent work to ensure the right person is providing the right service. Additionally, new initiatives will be implemented in 2014-15, such as reviewing opportunities for standard orientation and staffing levels. Shared services initiatives with 3sHealth and other Regional Health Authorities will also continue into 2014-15, as well as daily management around staffing decisions, appropriateness, as well as Stop the Line and Lean initiatives.

Progress in 2013-14
Better Value

Progress in 2013-14
Better Teams

Better Team Strategy

Build safe, supportive and quality workplaces that support patient and family-centred care and collaborative practices, and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

Engagement:

5 Year Outcomes:

- *By March 31, 2017, increase staff and physician engagement provincial average scores to 80%.*

5 Year Improvement Targets:

- **1,000 Lean training & Kaizen events (2017).**
- **100% of staff and physicians continuously improving care and service through visual daily management (2017).**

RQHR Project:

- Lean and Kaizen work continues to be woven into the fabric of each RQHR strategy and project as it provides a foundation for continuous improvement in the organization.

Results:

Lean & Kaizen

- Kaizen events (for this metric) are defined as any improvement event that has a Target Progress Sheet attached to it – e.g., Rapid Process Improvement Workshop, 5s, Mistake Proofing, Kanban. Lean training events include Kaizen Basics, Lean Leader training, Kanban seminar, visual daily management.
- In the last fiscal year, there were 110 RQHR Kaizen events and 126 Lean training events for a total of 236 events to-date.
- 19 Kaizen Promotion Office (KPO)/Kaizen Operations Team specialists were trained to deliver Kaizen Basics.
- The RQHR has had 2,750 participants in Kaizen Basics in 2013-2014 and 3,914 since the region started offering the one-day workshop.
- KPO specialists have delivered 16 sessions on developing visibility walls, involving 717 people in 2013-2014.
- 226 visibility walls have been established within the RQHR.
- 108 RQHR physicians and staff are participating in Lean Leader Training Certification; a further nine became certified Lean Leaders in 2013-2014.
- Kaizen events will continue in the next fiscal year.

Progress in 2013-14
Better Teams

Staff & Physician Engagement

- A provincial Physician Engagement Survey was conducted in early 2014. Results of this survey will help to inform next steps so the RQHR can form a root-cause analysis, and develop a strategy to fix issues that have been made apparent by the survey.
- The RQHR completed an employee engagement survey in early 2014. The survey has given the region a clear understanding of priority areas that require attention, including four key areas that will be targeted in 2014-15. In support of improving employee engagement, the RQHR's Human Resources, Practitioner Staff Affairs and Communications Department have developed a Great Workplace Strategy to address the priority areas. This strategy will continue to be implemented into the next fiscal year, and will focus on:
  - leadership commitment, which will continue to advance the Saskatchewan health care Lean management system.
  - a structure for success. This will include refining and evaluating the RQHR's organizational structure to ensure it reflects the patient's journey and supports the provision of high-quality patient care and the region's priorities.
  - building the foundation and defining a workplace value proposition. A workplace value proposition improves relationships in the workplace, which is essential for strong teams. The value proposition will be inclusive of employees and physician partners.
  - developing constructive business relations with unions built on mutual respect and trust.
  - a follow-up on engagement surveys to measure progress routinely. This will provide snapshots which will help the RQHR's leaders continue to build on an action plan.

The Patient Experience

Patient participant gets "an eye-opener"

Jeff Mysko took part in Lean improvement work with Regina Qu'Appelle Health Region (RQHR) because during a hospital stay he could see that something was missing.

"I saw what was happening around me from both a personal and business perspective," said Mysko, who has a degree in business and was Director of Business Development for a major Canadian wholesale company. "There was a gap between public input and the administration. There was a lot of waste and the patient wasn't always considered. It's the patient who needs to be taken care of. The patient needs to be comfortable and kept up to date with what's happening. The environment should feel more comfortable and efficient."

Mysko, who is waiting for a hip replacement, has taken part in two rapid process improvement workshops (RPIWs) in the past five months. RPIWs create small tests of change that are trialed over a one-week period. The work is regularly audited post-RPIW to fine tune the changes and ensure gains are maintained.

Tamara Quine, Patient and Family-Centred Care Specialist (right), speaks with Jeff Mysko, a patient participant.
Photo Credit: Medical Media Services.

The first RPIW in which Mysko participated looked at reducing the time required to set up an operating room between surgeries at Pasqua Hospital. The second focused on improving the information flow on the Burn/Plastic/Surgery Unit at the Regina General Hospital to meet daily bed demand.

"What took place was an eye-opener," he said. "Not only was I able to express my views and opinions and make suggestions, I felt I was an integral part of the decision-making process at the grass roots end. It sincerely was a group effort. Suggestions that I played a part in have stuck."

He said the team made him feel comfortable by taking the time to explain the processes so that he could make informed suggestions. He was especially impressed that amongst those seeking his observations and opinions was RQHR's President and CEO Keith Dewar.

Mysko said including the patient voice in projects such as these is vital.

"It's a fresh look at what's going on. Everything's basically new to me."

He applauds the work of the RPIWs and encourages more collaboration at this level.

"If [an RPIW] shaves five minutes off of my wait, and that's the five minutes where I may have decided to quit waiting and go home, then it's worthwhile."

2013/2014
Financial Report

Management Report

May 28, 2014

REGINA QU'APPELLE HEALTH REGION REPORT OF MANAGEMENT

The accompanying financial statements are the responsibility of management and are approved by the Regina Qu'Appelle Regional Health Authority. The financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards and the Financial Reporting Guide issued by Saskatchewan Health, and of necessity include amounts based on estimates and judgments. The financial information presented in the annual report is consistent with the financial statements.

Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the region's assets are safeguarded and the financial records are relevant and reliable.

The Authority delegates the responsibility of reviewing the financial statements and overseeing management's performance in financial reporting to the Audit and Finance Committee. The Audit and Finance Committee meets with the Authority, management and the external auditors to discuss and review financial matters and recommends the financial statements to the Authority for approval. The Authority approves the annual report and, with the recommendation of the Audit and Finance Committee, approves the financial statements.

The appointed auditor conducts an independent audit of the financial statements and has full and open access to the Regina Qu'Appelle Regional Health Authority. The auditor's report expresses an opinion on the fairness of the financial statements prepared by management.

Keith Dewar
President and Chief Executive Officer

Robbie Peters
Vice President & Chief Financial Officer

PROVINCIAL AUDITOR
of Saskatchewan

INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of the Regina Qu'Appelle Regional Health Authority, which comprise the statement of financial position as at March 31, 2014, and the statements of operations, remeasurement gains and losses, changes in fund balances and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of Regina Qu'Appelle Regional Health Authority as at March 31, 2014, and the results of its operations, its remeasurement gains and losses, changes in its fund balances, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

Judy Ferguson

Regina, Saskatchewan
May 28, 2014

Judy Ferguson, FCA
Acting Provincial Auditor

1500 Chateau Tower - 1920 Broad Street Regina, Saskatchewan S4P 3V2
t 306.787.6398 f 306.787.6383 e info@auditor.sk.ca
www.auditor.sk.ca

Financial Overview

For the year ended March 31, 2014, the Regina Qu'Appelle Health Region (Region) recorded an actual deficit of $1.58 million compared to a budgeted deficit of $15.0 million. This equates to less than 0.2% of total operating expenditures, and less than 1 day of average spending for the region. The favourable variance compared to budget was largely due to the region's focus and initiatives on quality and safety for patients and staff, patient flow and diligent daily management, along with the success of the surgical program in 2013-14. A record number of surgeries were performed, with an increase of more than 14% over 2012-13. This resulted in additional revenue being received from the Ministry of Health. In total, 91.4% of operating revenues (91.0% for the year ended March 31, 2013) were funded by the Ministry of Health.

The region incurred operating expenditures of $1,002.9 million in 2013-14, a 3.1% increase over 2012-13, compared to budgeted expenditures of $984.8 million. Salary and benefit costs, including medical remuneration, accounted for approximately 73.0% of total operating expenditures (72.6% for the year ended March 31, 2013). The majority of the unfavourable expense variance was due to retroactive compensation costs.

Approximately 67.5% of operating funds (68.2% for the year ended March 31, 2013) were used to provide service to patients and residents in our facilities, 11.7% on community health services (11.8% for the year ended March 31, 2013), including home care, primary health care, mental health and addictions and emergency response services, 13.9% on operational supports (13.8% for the year end March 31, 2013) and 6.8% on other support and ancillary services (6.2% for the year ended March 31, 2013).

Progress was made on reducing overtime and other premium costs in 2013-14. Hours paid at premium rates decreased by 7% over 2012-13, largely due to a focus on daily management of resources and focusing on staffing expenditures. Through its partnership with 3sHealth, the region was able to reduce various supply costs due to consolidated procurement and product standardization initiatives. Drugs and implantable cardiac device costs decreased by more than 14% over 2012-13.

Capital expenditures for 2013-14 totaled $27.6 million ($27.7 million for the year ended March 31, 2013) with approximately 54.3% of funding provided by the Ministry of Health. The remainder of the funding was provided by various sources, such as foundations and rural trust contributions. Approximately 66% was spent on medical equipment, diagnostic imaging equipment and information technology while 34% was spent on capital and infrastructure projects.

The region provides funding to prescribed health care organizations (see Note 10(b) of the audited financial statements) and other third parties for the provision of health care services.

The region received operating revenue totaling $1,001.3 million for 2013-14, an increase of 5.1% over 2012-13. Budgeted revenue for 2013-14 was $969.8 million, resulting in a favourable revenue variance of $31.5 million. The majority of the favourable variance was due to funding received from the Ministry of Health relating to collective bargaining agreements and increased surgical volumes. Revenues also exceeded target in the areas of compensation recoveries from third parties.

The region is responsible for managing various community trust funds. These funds reflect the community generated assets which were transferred to the region in accordance with pre-amalgamation agreements. Detailed information regarding these funds can be found in Note 2(b)(iii) and Schedule 3 of the audited financial statements.

Guaranteed debt obligations total $6.4 million ($7.3 million as at March 31, 2013) and are related to the mortgages for the special care homes and the loan outstanding on the Medical Office Building. The mortgages are secured through the land and buildings of the special care homes and the loan on the Medical Office Building is secured through the assignment of rent receipts. Further information related to this debt is disclosed in detail in Note 5 of the audited financial statements.

Statement 1

STATEMENT OF FINANCIAL POSITION

As at March 31, 2014

	Operating Fund	Restricted Funds: Capital Fund	Restricted Funds: Community Trust Fund	Total March 31, 2014	Total March 31, 2013
ASSETS					
CURRENT ASSETS					
Cash & short-term investments (Schedule 2)	$ 10,939,019	$ 8,062,430	$ 899,439	$ 19,900,888	$ 19,760,026
Accounts receivable					
Ministry of Health - General Revenue Fund	18,028,070	90,359	–	18,118,429	3,504,726
Other	14,115,738	2,228,379	12,276	16,356,393	15,564,945
Due to/from other funds	(377,695)	113,739	263,956	–	–
Inventory	4,676,345	–	–	4,676,345	4,719,556
Prepaid expenses	4,096,491	–	–	4,096,491	6,180,467
	51,477,968	10,494,907	1,175,671	63,148,546	49,729,720
Investments (Notes 2(i) & 14(c) & Schedule 2)	–	–	467,458	467,458	461,817
Due from local governments (Note 5)	–	44,514	–	44,514	48,714
Capital assets (Notes 2(d) and 3)	–	328,135,913	–	328,135,913	334,314,868
Total Assets	$ 51,477,968	$ 338,675,334	$ 1,643,129	$ 391,796,431	$ 384,555,119
LIABILITIES AND FUND BALANCE					
CURRENT LIABILITIES					
Accounts payable	$ 38,348,023	$ 2,098,425	$ –	$ 40,446,448	$ 39,989,798
Accrued salaries	28,551,565	–	–	28,551,565	12,679,341
Vacation payable	49,713,886	–	–	49,713,886	49,612,530
Long-term debt & mortgages - current (Note 5)	–	1,000,642	–	1,000,642	1,331,982
Deferred revenue (Note 6)	24,091,954	–	–	24,091,954	21,357,530
	140,705,428	3,099,067	–	143,804,495	124,971,181
LONG TERM LIABILITIES					
Debentures (Note 7)	–	2,347,909	–	2,347,909	2,256,809
Long-term debt & mortgages (Note 5)	–	5,381,132	–	5,381,132	5,949,163
Employee future benefits (Note 11)	25,178,300	–	–	25,178,300	25,124,900
Total Liabilities	165,883,728	10,828,108	–	176,711,836	158,302,053
Fund Balances					
Invested in capital assets	–	319,406,230	–	319,406,230	324,776,914
Externally restricted (Note 2(b) & Schedule 3)	–	7,485,785	1,643,129	9,128,914	11,596,670
Internally restricted (Note 15 & Schedule 4)	(978,913)	955,211	–	(23,702)	1,338,361
Unrestricted	(113,426,847)	–	–	(113,426,847)	(111,458,879)
Total Fund Balances (Statement 3)	(114,405,760)	327,847,226	1,643,129	215,084,595	226,253,066
Total Liabilities & Fund Balances	$ 51,477,968	$ 338,675,334	$ 1,643,129	$ 391,796,431	$ 384,555,119

Contractual Obligations (Note 4)

Mortgages (Note 5)

Pension Plan (Note 11)

Approved by the Board of Directors:

Lloyd Boutilier
Chairperson, Regina Qu'Appelle Regional Health Authority

Brian Barber
Vice Chairperson, Regina Qu'Appelle Regional Health Authority

The accompanying notes and schedules are part of these financial statements.

Statement 2

STATEMENT OF OPERATIONS

For the year ended March 31, 2014

	Operating Fund			Restricted Funds			
	Budget 2014 (Note 12)	2014	2013	Capital 2014	Community Trust 2014	Total 2014	Total 2013
REVENUES							
Ministry of Health - general revenue fund	$884,253,511	$915,472,997	$867,312,438	$ 13,907,688	$ –	$ 13,907,688	$ 8,572,333
Other provincial	11,618,367	11,596,933	11,496,439	449,711	–	449,711	412,096
Federal government	8,119,510	7,929,562	8,085,294	–	–	–	–
Patient and client fees	26,395,000	25,368,103	26,175,024	–	–	–	–
Out of province (reciprocal)	10,515,960	10,523,967	10,557,431	–	–	–	–
Out of country	900,000	1,195,031	865,051	–	–	–	–
Donations	1,442,000	1,095,754	1,482,206	9,127,055	88,196	9,215,251	5,996,218
Ancillary	6,602,079	6,495,287	6,470,779	–	–	–	–
Investment	300,000	160,224	383,907	–	35,192	35,192	69,076
Recoveries	11,193,596	13,323,301	11,597,700	–	–	–	–
Research grants	–	173,862	113,806	–	–	–	–
Other	8,500,001	7,989,017	8,478,393	45,213	–	45,213	2,129,176
Total Revenues	969,840,024	1,001,324,038	953,018,468	23,529,667	123,388	23,653,055	17,178,899
EXPENSES							
Inpatient & resident services							
Nursing administration	3,750,000	3,581,381	3,609,051	–	–	–	–
Acute	223,197,964	221,199,542	213,679,745	10,226,167	1,688	10,227,855	10,164,406
Supportive	116,450,000	116,200,286	115,850,682	2,246,625	63,939	2,310,564	1,661,400
Integrated	21,000,000	19,423,558	20,484,916	856,775	13,813	870,588	337,418
Rehabilitation	6,949,930	6,590,467	6,794,439	579,472	–	579,472	537,209
Mental health & addictions	12,595,200	11,968,715	12,260,655	–	–	–	–
Total Inpatient & resident services	383,943,094	378,963,949	372,679,488	13,909,039	79,440	13,988,479	12,700,433
Physician compensation	83,225,448	86,211,217	82,098,777	–	–	–	–
Ambulatory care services	89,894,934	90,221,955	91,912,450	(15,823)	–	(15,823)	559,484
Diagnostic & therapeutic services	121,803,584	122,019,778	116,886,157	1,052,712	–	1,052,712	1,088,969
Community health services							
Primary health care	14,449,922	16,378,649	13,730,717	108,410	–	108,410	153,777
Home care	32,499,991	32,050,724	31,429,379	11,854	1,700	13,554	15,345
Mental health & addictions	27,720,000	26,850,712	27,422,373	7,213	–	7,213	5,457
Population health	20,097,887	20,275,219	19,943,698	14,641	–	14,641	16,796
Emergency response services	17,223,160	17,604,844	17,157,399	821,324	–	821,324	1,221,938
Other community services	4,920,000	4,600,802	4,902,322	–	–	–	–
Total Community health services	116,910,960	117,760,950	114,585,888	963,442	1,700	965,142	1,413,313
Support Services							
Employee future benefits	–	53,400	77,805	–	–	–	–
Program support	46,851,996	47,804,794	45,218,796	2,037,186	–	2,037,186	3,081,399
Operational support	135,845,055	139,199,658	134,317,649	14,855,910	–	14,855,910	14,084,106
Other support	4,614,951	18,219,041	13,203,642	–	–	–	–
Total Support services	187,312,002	205,276,893	192,817,892	16,893,096	–	16,893,096	17,165,505
Ancillary	1,750,002	2,447,279	1,732,657	326,382	–	326,382	327,127
Total Expenses (Schedule 1)	984,840,024	1,002,902,021	972,713,309	33,128,848	81,140	33,209,988	33,254,831
Excess (Deficiency) of revenue over expenses	$ (15,000,000)	$ (1,577,983)	$ (19,694,841)	$ (9,599,181)	$ 42,248	$ (9,556,933)	$ (16,075,932)

The accompanying notes and schedules are part of these financial statements.

Statement 3

STATEMENT OF CHANGES IN FUND BALANCES

For the year ended March 31, 2014

2014	Operating Fund	Capital Fund	Community Trust Fund	Accumulated remeasurement gains (losses)	Total 2014
Fund balance, beginning of year	$ (111,116,393)	$ 335,646,922	$ 1,722,537	$ –	$ 226,253,066
Excess (deficiency) of revenues over expenses	(1,577,983)	(9,599,181)	42,248	–	(11,134,916)
Interfund transfers (Note 15)	(1,711,384)	1,799,485	(88,101)	–	–
Remeasurement gains (losses)	–	–	(33,555)	–	(33,555)
Fund Balances, end of year	$ (114,405,760)	$ 327,847,226	$ 1,643,129	$ –	$ 215,084,595

2013	Operating Fund	Capital Fund	Community Trust Fund	Accumulated remeasurement gains (losses)	Total 2013
Fund balance, beginning of year	$ (88,216,941)	$ 348,414,747	$ 2,011,962	$ –	$ 262,209,768
Excess (deficiency) of revenues over expenses	(19,694,841)	(16,030,162)	(45,770)	–	(35,770,773)
Transfer Broadview Centennial Lodge Trust Fund to Broadview and District Healthcare Foundation	–	–	(186,146)	–	(186,146)
Interfund transfers (Note 15)	(3,204,611)	3,262,337	(57,726)	–	–
Remeasurement gains (losses)	–	–	217	–	217
Fund Balances, end of year	$ (111,116,393)	$ 335,646,922	$ 1,722,537	$ –	$ 226,253,066

The accompanying notes and schedules are part of these financial statements.

Statement 4

STATEMENT OF CASH FLOW

For the year ended March 31, 2014

	Operating Fund		Restricted Funds			
	2014	2013	Capital	Community Trust	Total 2014	Total 2013
Cash provided by (used in):						
Excess (deficiency) of revenues over expenses	$ (1,577,983)	$(19,694,841)	$ (9,599,181)	$ 42,248	$ (9,556,933)	$(16,075,932)
Net change in non-cash working capital (Note 8)	6,147,677	(9,417,676)	(71,416)	(131,971)	(203,387)	147,374
Amortization of capital assets	–	–	30,136,723	–	30,136,723	30,114,812
Unrealized gain (loss) attributed to investments	–	–	–	(33,555)	(33,555)	217
(Gain) loss on disposal of capital assets	–	–	454,657	–	454,657	545,333
Transfer Broadview Centennial Lodge Trust Fund to Broadview and District Healthcare Foundation	–	–	–	–	–	(186,146)
	4,569,694	(29,112,517)	20,920,783	(123,278)	20,797,505	14,545,658
Capital Activities:						
Purchase of capital assets						
Buildings/construction	–	–	(8,456,879)	–	(8,456,879)	(9,633,195)
Equipment	–	–	(16,101,236)	–	(16,101,236)	(15,110,047)
Proceeds on disposal of capital assets						
Equipment	–	–	145,689	–	145,689	46,655
	–	–	(24,412,426)	–	(24,412,426)	(24,696,587)
Investing Activities:						
Disposal (purchase) of long-term investments	–	–	–	(5,641)	(5,641)	504,477
	–	–	–	(5,641)	(5,641)	504,477
Financing Activities:						
Disposal (purchase) of debentures payable	–	–	91,101	–	91,101	68,885
Repayment of debt	–	–	(899,371)	–	(899,371)	(850,908)
	–	–	(808,270)	–	(808,270)	(782,023)
Net increase (decrease) in cash & short-term investments during the year	4,569,694	(29,112,517)	(4,299,913)	(128,919)	(4,428,832)	(10,428,475)
Cash & short-term investments, beginning of year	8,080,709	40,397,837	10,562,858	1,116,459	11,679,317	18,903,181
Interfund transfers (Note 15)	(1,711,384)	(3,204,611)	1,799,485	(88,101)	1,711,384	3,204,611
Cash & short-term investments, end of year (Schedule 2)	$ 10,939,019	$ 8,080,709	$ 8,062,430	$ 899,439	$ 8,961,869	$ 11,679,317

The accompanying notes and schedules are part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

1) LEGISLATIVE AUTHORITY

The Regina Qu'Appelle Regional Health Authority (RHA) operates under *The Regional Health Services Act* (The Act) and is responsible for the planning, organization, delivery, and evaluation of health services it is to provide within the geographic area known as Regina Qu'Appelle Health Region under section 27 of The Act. The Regina Qu'Appelle Regional Health Authority is a non-profit organization and is not subject to income and property taxes from federal, provincial and municipal levels of government. The RHA is a registered charity under the *Income Tax Act* of Canada.

2) SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian public sector accounting (PSA) standards, issued by the Public Sector Accounting Board and published by the Chartered Professional Accountants of Canada (CPA). The RHA has adopted the standards for government not-for-profit organizations, set forth at PSA Handbook section PS 4200 to PS 4270.

a) Health Care Organizations

i) The RHA has agreements with and grants funding to the following prescribed health care organizations (HCOs) and third parties to provide health services:

615672 Saskatchewan Ltd. (Touchwood EMS)
Autism Resource Centre
Cupar Lions Volunteer Ambulance
Extendicare (Canada) Inc.
Hutch Ambulance Service
Imperial & District Ambulance
JT Ambulance Service Ltd.
Mental Health Association / Regina Branch Inc.
Phoenix Residential Society
Prairie Ambulance Care (1998) Ltd.
Rainbow Youth Centre
Raymore Community Health & Social Centre
Regina Recovery Homes Inc.
Soo Line Ambulance Association
Strasbourg EMS
Valley Ambulance Care Ltd.

Note 10 b) i) provides disclosure of payments to HCOs and third parties.

ii) The following affiliates are incorporated (and are registered charities under the *Income Tax Act* of Canada):

All Nations' Healing Hospital Inc.
Cupar and District Nursing Home Inc.
Lumsden & District Heritage Home Inc.
Santa Maria Senior Citizens Home Inc.
The Regina Lutheran Housing Corporation
The Salvation Army William Booth Special Care Home
The Qu'Appelle Diocesan Housing Company

The RHA provides annual grant funding to these organizations for the delivery of health care services. Consequently, the RHA has disclosed certain financial information regarding these affiliates.

These affiliates are not consolidated into the RHA financial statements. Alternately, Note 10 b) ii) provides supplementary information on the financial position, results of operations, and cash flows of the affiliates.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

iii) The Hospitals of Regina Foundation (the Foundation) is an independent not-for-profit entity that raises funds for programs and equipment for facilities under the Regina Qu'Appelle Health Region. The Foundation is incorporated under the *Non-Profit Corporations Act* and is a registered charity under the *Income Tax Act* of Canada.

The activities of the Foundation are not consolidated into the RHA financial statements. Alternately, Note 10 b) iii) provides supplementary information on the financial position, results of operations, and cash flows of the Foundation.

b) Fund Accounting

The accounts of the RHA are maintained in accordance with the restricted fund method of accounting for revenues. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

i) Operating Fund

The operating fund reflects the primary operations of the RHA including revenues received for provision of health services from Saskatchewan Health - General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries and ancillary revenue. Expenses are for the delivery of health services.

ii) Capital Fund

The capital fund is a restricted fund that reflects the equity of the RHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues from Saskatchewan Health - General Revenue Fund provided for construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of amortization of capital assets.

iii) Community Trust Fund

The community trust fund is a restricted fund that reflects community generated assets transferred to the RHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the RHA from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between the RHA and the health corporations.

c) Revenue

Unrestricted revenues are recognized as revenue in the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted revenue related to general operations are recorded as deferred revenue and recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

d) Capital Assets

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with a life exceeding one year, are amortized on a straight-line or declining balance basis over their estimated useful lives as follows:

Buildings	2% to 10%
Leasehold improvements	2.5% to 33%
Equipment	5% to 30%

Donated capital assets are recorded at their fair value at the date of contribution.

e) Asset Retirement Obligations

Asset retirement obligations are legal obligations associated with the retirement of tangible long-lived assets. Asset retirement obligations are recorded when they are incurred if a reasonable estimate of fair value can be determined. Accretion (interest) expense is the increase in the obligation due to the passage of time. The associated retirement costs are capitalized as part of the carrying amount of the asset and amortized over the asset's remaining useful life.

f) Inventory

Inventory consists of general stores, pharmacy, and linen. All inventories are recorded at the lower of cost or net realizable value. Cost of general stores and linen inventory is determined on a weighted average basis. Pharmacy inventory cost is determined on the first in, first out basis.

g) Employee Future Benefits

i) Pension plan:

Employees of the RHA participate in several multiemployer defined benefit pension plans or a defined contribution plan. The RHA follows defined contribution plan accounting for its participation in the plans. Accordingly, the RHA expenses all contributions it is required to make in the year.

ii) Accumulated sick leave benefit liability:

The RHA provides sick leave benefits for employees that accumulate but do not vest. The RHA recognizes a liability and an expense for sick leave in the period in which employees render services in return for the benefits. The liability and expense is developed using an actuarial cost method.

h) Measurement Uncertainty

These financial statements have been prepared by management in accordance with Canadian public sector accounting standards. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of contractual obligations and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in the Statement of Operations in the period in which they become known.

i) Financial Instruments

Cash, short-term investments, accounts receivable, long-term investments, accounts payable, accrued salaries, vacation payable and debentures are classified in the fair value category. Gains and losses on these items carried at fair value are recognized through the Statement of Remeasurement Gains and Losses at each period end.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

Gains and losses on these financial instruments are recognized in the Statement of Operations when the financial asset is derecognized due to disposal or impairment. Long term debt and mortgages payable are carried at amortized cost.

Financial assets in the fair value category are marked-to-market by reference to their quoted bid price. Sales and purchases of investments are recorded on the trade date. Investments consist of guaranteed investment certificates, term deposits, bonds and debentures. Transaction costs related to the acquisition of investments are expensed.

As at March 31, 2014 (2013 – none), the RHA does not have any outstanding contracts or financial instruments with embedded derivatives.

j) Replacement Reserves

The RHA is required to maintain certain replacement reserves as a condition of receiving subsidy assistance from Saskatchewan Housing Corporation. Schedule 4 shows the changes in these reserve balances during the year.

3) CAPITAL ASSETS

	March 31, 2014			March 31, 2013
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	$ 7,786,570	$ –	$ 7,786,570	$ 7,786,570
Land & Leasehold Improvements	17,246,917	8,850,280	8,396,637	2,757,640
Buildings	468,201,596	232,109,796	236,091,800	242,365,857
Equipment	326,275,024	254,175,261	72,099,763	71,986,798
Construction in progress	3,761,143	–	3,761,143	9,418,003
	$ 823,271,250	$ 495,135,337	$ 328,135,913	$ 334,314,868

4) CONTRACTUAL OBLIGATIONS

a) Capital Asset Acquisitions

At March 31, 2014 commitments for acquisitions of capital assets were $8,827,635 (2013 -$12,314,806).

b) Operating Leases

Minimum annual payments under operating leases on property and equipment over the next five years are as follows:

2014-15	$ 6,540,708
2015-16	5,869,940
2016-17	4,762,337
2017-18	4,290,197
2018-19	4,169,978
2019 & Subsequent	13,336,930

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

c) Contracted Health Service Organizations

The RHA continues to contract on an ongoing basis with private health service operators to provide health services in the RHA similar to those provided in the year ended March 31, 2014. Note 10 b) provides supplementary information on health care organizations.

5) MORTGAGES AND LOANS PAYABLE

	Interest Rate	Repayment Terms	S.H.C. Subsidy	2014	2013
Balcarres Integrated Care Centre					
CMHC Due April 2015	8.000%	$17,221 principal & interest	$ –	$ 17,874	$ 33,034
Echo Lodge					
CMHC Due August 2022	1.710%	$49,619 principal & interest	–	388,773	431,372
CMHC Due January 2018	5.875%	$10,688 principal & interest	–	36,669	44,966
CMHC Due January 2023	7.500%	$3,243 principal & interest	–	20,994	22,620
Golden Prairie Home					
CMHC Due January 2021	2.110%	$55,171 principal & interest	14,971	350,878	394,087
CMHC Due May 2024	7.625%	$18,687 principal & interest	–	132,613	141,000
Medical Office Building					
Bank of Montreal - demand loan	2.625%	$373,287 principal & interest	–	421,321	778,473
Regina Pioneer Village					
CMHC Due June 2015	4.390%	$144,649 principal & interest	148,463	1,501,405	1,578,881
CMHC Due October 2015	4.170%	$152,895 principal & interest	148,462	1,349,572	1,444,515
CMHC Due December 2022	7.875%	$133,527 principal & interest	–	846,589	911,749
CMHC Due December 2017	5.750%	$103,160 principal & interest	–	347,676	428,569
Silver Heights Special Care Home					
CMHC Due December 2027	1.990%	$39,762 principal & interest	60,000	478,228	508,188
Whitewood Community Health Centre					
CMHC Due November 2019	2.110%	$91,648 principal & interest	23,974	489,182	563,691
				$ 6,381,774	$ 7,281,145
			Less: Current portion	1,000,642	1,331,982
				$ 5,381,132	$ 5,949,163

Saskatchewan Housing Corporation (SHC) may provide a mortgage subsidy for supportive care homes financed by Canada Mortgage and Housing Corporation (CMHC). The subsidy may change when the mortgage renewal occurs.

For each of the mortgages, the RHA has pledged the related buildings of the special care homes as security. Security for the loans was given in the form of promissory notes, general security agreements, assignments of fire insurance and board resolutions.

The RHA assumed responsibility for a loan agreement with Pacific and Western Bank of Canada, which was made on behalf of local governments that committed funds for the construction of the Balcarres Integrated Care Centre. The local governments provided signed agreements for the annual payment of their portion of the loan. The balance owing from local governments is $44,514 (2013 - $48,714).

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

The Medical Office Building demand loan was to finance the construction of the Medical Office Building. This project is considered to be self-financing over a 20-year period and the loan is secured through assignment of rent receipts. Interest is at bank prime less .375%. There is a remaining five-year amortization on this loan.

Principal repayments required in each of the next five years are estimated as follows:

2014-15	$ 1,000,642
2015-16	588,136
2016-17	611,679
2017-18	609,616
2018-19	547,234
2019 & Subsequent	3,024,467

6) DEFERRED REVENUE

As at March 31, 2014	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Saskatchewan Health Initiatives				
Academic Health Sciences	$ 1,459,288	$ 1,580,248	$ 2,379,000	$ 2,258,040
Advanced Cardiac Life Support	2,542	–	–	2,542
Affiliate OOS Compression Funding	32,507	32,507	–	–
Children's Mental Health: Outreach Services	1,691	1,691	–	–
Civic Pension Plan Settlement	1,451,000	1,451,000	–	–
Colonoscopy - Scheduling	140,000	–	–	140,000
Dispatch Fees - Integraph	123,994	78,507	–	45,487
Distributive Education Community Facility Proposal	232,837	200,636	–	32,201
Enhanced Autism Preschoolers	60,199	60,199	–	–
GPH Quality Worklife Program	2,015	2,015	–	–
HealthLine	1,171,756	2,612,846	3,306,000	1,864,910
HealthLine Client Navigator	300,000	300,000	–	–
HealthLine Pooled Referrals	209,243	323,948	246,000	131,295
Hip & Knee Pathway	–	42,169	52,300	10,131
HIV Strategy	197,502	193,440	25,000	29,062
Home Hemodialysis - Set Up Costs	272,862	35,015	–	237,847
Independent Hemodialysis	51,901	51,901	–	–
Infection Prevention & Control	254,970	17,662	–	237,308
Infectious Disease Clinic Nurse	31,752	31,752	–	–
Interdisciplinary Study - MOH Research Grant	–	–	5,000	5,000
Knowledge Exchange Depression/Anxiety Pathway	29,410	29,410	–	–
Leading Thunderbird Lodge	83,934	83,934	–	–
LEAN Depth Study	200,000	–	–	200,000
LEAN Physician Engagement	51,500	–	–	51,500
Lifestyles and Health Spending Benefits	555,195	512,947	460,000	502,248

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

As at March 31, 2014	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Saskatchewan Health Initiatives				
Long-Term Care Urgent Issues Action Fund	–	171,037	2,194,500	2,023,463
Meadow Innovation Clinic - Case Manager	–	59,970	126,028	66,058
Meadow PHC Site Lease	22,500	22,500	–	–
Medical Director CBS	18,180	18,180	–	–
Mental Health Promotion - Positive Awareness	18,156	15,744	–	2,412
MHA - HealthLine	265,266	499,822	500,000	265,444
Midwifery Services	61,455	61,455	–	–
MOH Research Study - Emergency MHA	–	3,170	15,000	11,830
Moosomin Innovation Site	265,000	176,667	–	88,333
Nursing Mentorship Initiative	184,376	21,106	–	163,270
Nursing Resource Team	147,500	–	–	147,500
Perioperative Nurse Training	114,500	114,500	–	–
Pharmacist Services	42,712	42,712	–	–
PHC Redesign Change Management	–	–	250,000	250,000
Philippine Nurse Relocation	90,757	68,673	–	22,084
Primary Health Care Redesign	167,317	122,317	–	45,000
Primary Health Care Victoria Square Medical Clinic	122,811	61,349	–	61,462
Promotion of HealthLine	8,690	8,690	–	–
Provincial Tobacco Reduction Strategy	282,373	160,708	–	121,665
Quality Workplace Initiatives	68,026	49,855	–	18,171
Recruitment & Retention	347,515	90,000	–	257,515
Re-design Framework of Primary Health Care	1,100,000	700,000	–	400,000
Resident Assessment Instrument	–	20,000	100,000	80,000
Rural West Innovation Site	50,000	328	–	49,672
Rural West Physician Services	35,119	35,119	–	–
Safety Pilot Project	42,519	4,650	–	37,869
Safety Training Initiatives	398,652	169,953	–	228,699
Saskatchewan Surgical Initiatives	1,932,297	14,806,827	18,089,875	5,215,345
School of Dental Therapy	581,685	131,037	–	450,648
Summer Program	392,500	392,500	–	–
Touchwood Innovation	–	102,056	542,000	439,944
Transfusion Safety Manager	40,000	40,000	–	–
URO Gynecology Pathway	69,511	69,511	–	–
Total Saskatchewan Health	$ 13,785,515	$ 25,882,263	$ 28,290,703	$ 16,193,955

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

As at March 31, 2014	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Non Saskatchewan Health Initiatives				
Acquired Brain Injury	$ 22,606	$ 980,872	$ 970,886	$ 12,620
Education Funds	62,441	39,835	49,892	72,498
Kids First	1,259,741	3,982,096	3,719,558	997,203
Medical Earnings Pool	104,846	104,846	–	–
Research Grants	1,262,846	211,892	288,700	1,339,654
Other	4,859,535	2,317,148	2,933,637	5,476,024
Total Non Saskatchewan Health	$ 7,572,015	$ 7,636,689	$ 7,962,673	$ 7,897,999
Total Deferred Revenue	$ 21,357,530	$ 33,518,952	$ 36,253,376	$ 24,091,954

As at March 31, 2013	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Saskatchewan Health Initiatives				
Aboriginal Awareness	$ 34,968	$ 34,968	$ –	$ –
Adults with Asperger's Syndrome	3,351	303,351	300,000	–
Advanced Cardiac Life Support	2,881	339	–	2,542
Affiliate OOS Compression Funding	32,507	–	–	32,507
Autism SLP Funding	26,309	26,309	–	–
Children's Mental Health: Outreach Services	1,801	110	–	1,691
Civic Pension Plan Settlement	10,451,000	9,000,000	–	1,451,000
Dispatch Fees - Integraph	–	–	123,994	123,994
Distributive Education	671,965	671,965	–	–
Distributive Education Community Facility Proposal	350,000	117,163	–	232,837
Emergency Department Screener	46,000	46,000	–	–
Endoscopy - Scheduling	–	–	140,000	140,000
Enhanced Autism Preschoolers	–	9,801	70,000	60,199
GPH Quality Worklife Program	35,258	33,243	–	2,015
Greystone Bereavement Centre	250,000	250,000	–	–
HealthLine	999,533	3,115,627	3,287,850	1,171,756
HealthLine Client Navigator	–	–	300,000	300,000
HealthLine Pooled Referrals	89,952	383,996	503,287	209,243
HIV Strategy	472,945	350,443	75,000	197,502
Home Hemodialysis - Set Up Costs	272,862	–	–	272,862
Independent Hemodialysis	53,445	1,544	–	51,901
Infection Prevention & Control	281,123	194,651	168,498	254,970
Infectious Disease Clinic Nurse	55,000	23,248	–	31,752

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

As at March 31, 2013	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Saskatchewan Health Initiatives				
Knowledge Exchange Depression/Anxiety Pathway	–	29,590	59,000	29,410
Leading Thunderbird Lodge	279,852	195,918	–	83,934
LEAN Depth Study	–	–	200,000	200,000
LEAN Physician Engagement	–	–	51,500	51,500
Lifestyles and Health Spending Benefits	535,022	429,827	450,000	555,195
Meadow PHC Site Lease	–	–	22,500	22,500
Medical Director CBS	19,344	1,164	–	18,180
Mental Health Promotion - Positive Awareness	–	604	18,760	18,156
MHA - HealthLine	253,306	488,039	500,000	265,267
Midwifery Services	63,531	2,076	–	61,455
Moosomin Innovation Site	–	–	265,000	265,000
Needle Exchange	85,837	85,837	–	–
Nursing Mentorship Initiative	208,531	24,155	–	184,376
Nursing Resource Team	147,500	–	–	147,500
Perioperative Nurse Training	–	147,100	261,600	114,500
Pharmacist Services	30,702	47,990	60,000	42,712
Philippine Nurse Relocation	90,757	–	–	90,757
Primary Health Care Redesign	–	82,683	250,000	167,317
Primary Health Care Victoria Square Medical Clinic	122,811	–	–	122,811
Promotion of HealthLine	8,690	–	–	8,690
Provincial Tobacco Reduction Strategy	428,054	145,681	–	282,373
Quality Improvement Initiatives	1,000,000	1,000,000	–	–
Quality Workplace Initiatives	68,026	–	–	68,026
Recruitment & Retention	349,034	1,519	–	347,515
Re-design Framework of Primary Health Care	2,000,000	900,000	–	1,100,000
Rural West Innovation Site	–	–	50,000	50,000
Rural West Physician Services	–	440,882	476,000	35,118
Safety Pilot Project	42,519	–	–	42,519
Safety Training Initiatives	408,220	9,568	–	398,652
Saskatchewan Surgical Initiatives	1,493,292	7,917,426	8,356,431	1,932,297
School of Dental Therapy	330,385	–	251,300	581,685
Summer Program	–	–	392,500	392,500
Transfusion Safety Manager	–	–	40,000	40,000
URO Gynecology Pathway	–	105,489	175,000	69,511
Total Saskatchewan Health	$ 22,096,313	$ 26,618,306	$ 16,848,220	$ 12,326,227

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

As at March 31, 2013	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Non Saskatchewan Health Initiatives				
Academic Health Sciences	$ –	$ 1,009,712	$ 2,469,000	$ 1,459,288
Acquired Brain Injury	20,308	738,297	740,595	22,606
Education Funds	58,388	8,457	12,510	62 441
Health Quality Council - Lean Funding	322,806	322,806	–	–
Kids First	1,135,239	3,627,227	3,751,729	1,259,741
Medical Earnings Pool	114,906	53,811	43,751	104,846
Research Grants	1,282,675	133,635	113,806	1,262,846
Other	4,582,158	4,281,979	4,559,356	4,859,535
Total Non Saskatchewan Health	$ 7,516,480	$ 10,175,924	$ 11,690,747	$ 9,031,303
Total Deferred Revenue	$ 29,612,793	$ 36,794,230	$ 28,538,967	$ 21,357,530

7) DEBENTURES PAYABLE

The RHA owns and operates several accommodation units occupied by "unit holders". In consideration for a life interest in a "right of use" of the accommodation unit, the unit holder contributes a lump sum deposit. In accordance with the debenture agreement, in the event of the death of the unit holder or termination of the occupancy agreement by either party, the RHA is obligated to repay the unit holder or their representative the lesser of:

a) The original sum; or,

b) The fair market value of the holders' right of use.

The debentures payable represent the accumulated amount of deposits received from the market unit holders. These debentures are non-interest bearing with no fixed terms of repayment. The specific land and buildings to which the debentures relate have been pledged as collateral.

8) NET CHANGE IN NON-CASH WORKING CAPITAL

	Operating Fund		Restricted Funds			
	2014	2013	Capital	Community Trust	2014	2013
(Increase) Decrease in accounts receivable	$ (14,026,849)	$ (872,796)	$ (1,242,131)	$ (131,971)	$ (1,374,102)	$ 533,213
(Increase) Decrease in inventory	43,211	366,533	–	–	–	–
(Increase) Decrease in prepaid expenses	2,083,976	(5,892)	–	–	–	–
Increase (Decrease) in accounts payable	(714,065)	(5,226,796)	1,170,715	–	1,170,715	(385,839)
Increase (Decrease) in accrued salaries	15,872,224	1,874,483	–	–	–	–
Increase (Decrease) in vacation payable	101,356	2,686,055	–	–	–	–
Increase (Decrease) in deferred revenue	2,734,424	(8,255,263)	–	–	–	–
Increase (Decrease) in employee future benefits	53,400	16,000	–	–	–	–
	$ 6,147,677	$ (9,417,676)	$ (71,416)	$ (131,971)	$ (203,387)	$ 147,374

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

9) TRUST ACCOUNTS

The RHA administers funds held in trust for staff, patients, and residents using the RHA's facilities. The funds are held in separate accounts. The total cash held in trust as at March 31, 2014 was $274,589 (2013 - $188,599). These amounts are not reflected in the financial statements.

10) RELATED PARTIES

These financial statements include transactions with related parties. The RHA is related to all Saskatchewan Crown Agencies such as ministries, corporations, boards and commissions under the common control of the Government of Saskatchewan. The RHA is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the RHA is related to other non-Government organizations by virtue of its economic interest in these organizations.

a) Related Party Transactions

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of transactions resulting from these transactions are included in the financial statements and the table below. They are recorded at exchange amounts which approximate prevailing market rates charged by those organizations and are settled on normal trade terms.

	2014	2013
Revenues		
3sHealth	$ 134,379	$ 504,125
Community Initiatives Fund	213,175	48,066
Cypress Regional Health Authority	1,042,465	1,315,385
eHealth Saskatchewan	180,000	219,207
Five Hills Regional Health Authority	190,684	173,700
Health Quality Council	135,273	361,785
Ministry of Education	3,765,703	3,797,272
Ministry of Health	147,515	176,031
Ministry of Justice	331,649	282,660
Regina School Division No. 4	4,552	133,084
Saskatchewan Aids for Independent Living	210,551	299,481
Saskatchewan Arts Board	20,000	35,000
Saskatchewan Cancer Agency	2,171,838	2,131,817
Saskatchewan Government Insurance	4,308,162	4,077,986
Saskatchewan Housing Corporation	388,768	326,230
Saskatchewan Institute of Applied Science and Technology	24,818	58,599
Saskatoon Regional Health Authority	23,606	15,675
Senior Citizen's Ambulance Assistance Program	488,965	515,470
Sun Country Regional Health Authority	241,181	184,036
Sunrise Regional Health Authority	638,255	484,743
Supplementary Health	677,802	686,435
Workers' Compensation Board	3,564,734	3,533,653
	$ 18,904,075	$ 19,360,440

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

	2014	2013
Expenditures		
3sHealth	$ 27,045,711	$ 25,694,968
Cypress Regional Health Authority	379	340,062
eHealth Saskatchewan	1,028,306	868,374
Five Hills Regional Health Authority	94,105	79,957
Heartland Regional Health Authority	–	100,000
Kelsey Trail Regional Health Authority	–	100,000
Ministry of Central Services	–	100,302
Ministry of Finance	1,671,250	1,665,296
Ministry of Justice	–	25,404
Prairie North Regional Health Authority	40,000	236,000
Prince Albert Parkland Regional Health Authority	6,682	195,571
Saskatchewan Cancer Agency	50	75
Saskatchewan Government Insurance	59,358	67,476
Saskatchewan Healthcare Employees' Pension Plan	32,882,847	31,518,859
Saskatchewan Institute of Applied Science & Technology	122,517	118,326
Saskatchewan Power Corporation	6,297,079	5,963,883
Saskatchewan Telecommunications	2,070,430	1,862,458
Saskatoon Regional Health Authority	195,357	302,267
SaskEnergy Incorporated	2,204,120	1,858,568
Sun Country Regional Health Authority	2,481	55,765
Sunrise Regional Health Authority	23,628	83,248
Technical Safety Authority of Saskatchewan	42,033	39,821
Workers' Compensation Board	8,146,847	9,468,060
	$ 81,933,180	$ 80,744,740

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

	2014	2013
Accounts Receivable		
3sHealth	$ 494,952	$ 453,829
Cypress Regional Health Authority	84,682	109,144
Five Hills Regional Health Authority	61,411	55,798
Ministry of Social Services	12,251	27,415
Saskatchewan Aids for Independent Living	696,439	465,164
Saskatchewan Cancer Agency	210,330	220,730
Saskatchewan Drug Plan	114,581	169,869
Saskatchewan Government Insurance	75,449	290,434
Saskatoon Regional Health Authority	47,859	6,481
Sun Country Regional Health Authority	47,168	70,445
Sunrise Regional Health Authority	449	63,268
Supplementary Health	33,930	48,741
Workers' Compensation Board	1,353,062	1,258,352
	$ 3,232,563	$ 3,239,670
Prepaid Expenditures		
3sHealth	$ 65,933	$ –
eHealth Saskatchewan	192,404	151,736
Saskatchewan Telecommunications	25,106	68,145
Workers' Compensation Board	–	3,007,235
	$ 283,443	$ 3,227,116
Accounts Payable		
3sHealth	$ 5,917,775	$ 4,540,579
eHealth Saskatchewan	209,099	180,300
Ministry of Central Services	–	32,223
Ministry of Finance	421,701	412,089
Saskatchewan Healthcare Employees' Pension Plan	4,751,515	4,340,811
Saskatchewan Power Corporation	485,310	449,526
Saskatchewan Telecommunications	259,670	179,341
Saskatoon Regional Health Authority	43,985	14,677
SaskEnergy Incorporated	244,928	187,067
Sunrise Regional Health Authority	78,853	8,131
Workers' Compensation Board	2,013,322	–
	$ 14,426,158	$ 10,344,744

In addition, the RHA pays Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

NOTES TO THE FINANCIAL STATEMENTS
March 31, 2014

b) Health Care Organizations

i) Prescribed Health Care Organizations and Third Parties

The RHA has also entered into agreements with HCOs and third parties to provide health services.

These organizations receive operating funding from the RHA on a monthly basis in accordance with budget amounts approved annually. During the year, the RHA provided the following amounts to HCOs and third parties:

	2014	2013
615672 Sask Ltd. (Touchwood EMS)	$ 496,197	$ 496,547
Autism Resource Centre	742,005	492,557
Cupar Lions Volunteer Ambulance	302,462	302,422
Extendicare (Canada) Inc.	25,838,357	24,331,479
Hutch Ambulance Service	576,228	577,008
Imperial & District Ambulance	149,131	149,021
JT Ambulance Service Ltd.	420,704	419,714
Mental Health Association / Regina Branch Inc.	467,222	463,973
Phoenix Residential Society	1,543,387	1,493,901
Prairie Ambulance Care (1998) Ltd.	336,247	336,197
Rainbow Youth Centre	724,935	669,728
Raymore Community Health & Social Centre	73,071	69,250
Regina Recovery Homes Inc.	1,240,150	1,199,343
Strasbourg EMS	17,814	17,814
Soo Line Ambulance Association	264,120	264,520
Valley Ambulance Care Ltd.	487,421	487,321
	$ 33,679,451	$ 31,770,795

ii) Affiliates

The Act makes the RHA responsible for the delivery of health services in its region including the health services provided by privately owned affiliates. The Act requires affiliates to conduct their affairs and activities in a manner that is consistent with, and that reflects, the health goals and objectives established by the RHA. The following presentation discloses the amount of funds granted to each affiliate:

	2014	2013
All Nations' Healing Hospital Inc.	$ 5,457,692	$ 4,956,434
Cupar & District Nursing Home Inc.	2,893,588	2,870,104
Lumsden & District Heritage Home Inc.	2,377,275	2,338,265
The Qu'Appelle Diocesan Housing Corporation	1,286,427	1,281,294
The Regina Lutheran Housing Corporation	4,672,277	5,186,555
The Salvation Army William Booth Special Care Home	7,872,404	7,407,226
Santa Maria Senior Citizens Home Inc.	9,422,366	9,204,803
	$ 33,982,029	$ 33,244,681

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

Ministry of Health requires additional reporting in the following audited financial summaries of the affiliate entities for the years ending March 31, 2013 and 2012. Audited financial information from the affiliate entities is not yet available for the fiscal year ending March 31, 2014.

	2013	2012
Balance Sheet		
Assets	$ 8,993,958	$ 9,185,710
Net Capital Assets	19,367,582	19,546,392
Total Assets	$ 28,361,540	$ 28,732,102
Total Liabilities	$ 18,856,619	$ 19,160,143
Total Net Assets (Fund Balances)	9,504,921	9,571,963
	$ 28,361,540	$ 28,732,106
Results of Operations		
RHA Grant	$ 33,855,775	$ 32,402,179
Other Revenue	8,878,043	9,473,600
Total Revenue	42,733,818	41,875,779
Salary & Benefits	31,806,905	31,449,867
Other Expenses*	10,994,493	10,733,646
Total Expenses	42,801,398	42,183,513
Excess (Deficiency) of revenue over expenses	$ (67,580)	$ (307,734)

* Other Expenses includes amortization of $1,397,354 (2012 - $1,397,257)

Cash Flows		
Cash from Operations	$ 1,425,290	$ (1,236,541)
Cash used in Financing Activities	537,224	1,212,448
Cash used in Investing Activities*	(1,319,279)	(696,595)
Increase (Decrease) in Cash	$ 643,235	$ (720,688)

* Cash used in Investing Activities includes capital purchases of $1,219,548 (2012 - $683,927)

iii) Fund Raising Foundations

The Hospitals of Regina Foundation Inc. is an independent non-profit corporation without share capital that has its own Board of Directors. It provides donations to the RHA for capital equipment, education and research purposes. Its accounts are not included in these financial statements. As of December 31, 2013 it has net assets of $26,003,221 (2012 - $21,885,344). During the year, the Foundation provided funding of approximately $8,593,681 (March 31, 2013 - $7,480,403) for programs and capital acquisitions reported in donations and ancillary income. These amounts were used to fund capital assets, education and research projects throughout the region.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

	December 31, 2013	December 31, 2012
Balance Sheet		
Total Assets	$ 29,634,817	$ 25,115,164
Total Liabilities	$ 3,631,596	$ 3,229,820
Total Net Assets (Fund Balances)*	26,003,221	21,885,344
	$ 29,634,817	$ 25,115,164

* In accordance with donor-imposed restrictions $5,420,612 (2012 - $5,104,860) of the foundation's net assets must be used to purchase specialized equipment for the RHA

Results of Operations		
Total Revenue	$ 12,335,462	$ 9,385,024
Total Expenses*	8,217,585	10,244,086
Excess of revenue over expense	$ 4,117,877	$ (859,062)

* Total expenses include contributions of $6,047,725 (2012 - $8,198,122) to the RHA and amortization of $90,261 (2012 - $110,134)

Cash Flows		
Cash from operations	$ 3,437,533	$ (1,354,496)
Cash used in financing and investing activities*	(2,511,010)	1,913,327
Increase (Decrease) in cash	$ 926,523	$ 558,831

* Investing activities include capital purchases of $11,010 (2012 - $36,673)

11) EMPLOYEE FUTURE BENEFITS

a) Pension Plan

Employees of the RHA participate in one of the following pension plans:

1. Saskatchewan Healthcare Employees' Pension Plan (SHEPP) – This is jointly governed by a board of eight trustees. Four of the trustees are appointed by Health Shared Services Saskatchewan (3sHealth) (a related party) and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU, and HSAS). SHEPP is a multi-employer defined benefit plan that came into effect December 31, 2002. (Prior to December 31, 2002 this plan was formerly the SAHO Retirement Plan and governed by the Saskatchewan Association of Healthcare Organizations Board of Directors).
2. Regina Civic Employees' Superannuation and Benefit Plan (RCP) – This is a multi-employer defined benefit plan that is administered by a jointly trusteed board (equal employer and employee representatives). All costs, including cost of any actuarially determined deficiency, are equally shared by the employees and employers.
3. Public Employees' Pension Plan (PEPP) (a related party) – This is a defined contribution plan and is the responsibility of the Province of Saskatchewan.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

The RHA's financial obligation to these plans is limited to making the required payments to these plans according to their applicable agreements. Pension expense is included in Compensation – Benefits in Schedule 1 and is equal to the RHA contributions amount below.

	2014				2013
	SHEPP[1]	PEPP	RCP	Total	Total
Number of active members	6,991	40	1,478	8,509	8,419
Member contribution rate, percentage of salary	8.1% - 10.70%*	5.00% - 7.00%*	8.42% - 13.96%*		
RHA contribution rate, percentage of salary	9.07% - 11.98%*	6.00% - 7.00%*	8.42% - 13.96%*		
Member contributions (thousands of dollars)	29,360	264	9,210	38,834	37,939
RHA contributions (thousands of dollars)	33,058	291	9,506	42,855	41,524

* Contribution rate varies based on employee group

[1] Active members are employees of the RHA, including those on leave of absence as of March 22, 2014. Inactive members are not reported by the RHA, their plans are transferred to SHEPP and managed directly by them.

Pension plan contribution rates have increased as a result of recent deficiencies in SHEPP. Any actuarially determined deficiency is the responsibility of participating employers and employees in the ratio 1.12 to 1. Contribution rates will continue to increase until the next actuarial reports are completed.

b) Accumulated Sick Leave Benefit Liability:

The cost of the accrued benefit obligation related to sick leave entitlement earned by employees is actuarially determined using the projected benefit method prorated on service and management's best estimate of inflation, discount rate, employee demographics and sick leave usage of active employees. The RHA has completed an actuarial valuation as of March 31, 2014. Key assumptions used as inputs into the actuarial calculation are as follows:

	2014	2013
Discount Rate	2.85%	2.50%
Rate of Inflation	0.00% to 2.00%	0.00% to 2.00%

	2014	2013
Accrued benefit obligation, beginning of year	$ 25,124,900	$ 25,108,900
Cost for the year	3,922,200	3,846,500
Benefits paid during the year	(3,868,800)	(3,830,500)
Accrued benefit obligation, end of year	$ 25,178,300	$ 25,124,900

12) BUDGET

The RHA Board approved the 2013-2014 budget plan on May 29, 2013.

13) INSURANCE

The RHA purchases liability insurance from Healthcare Insurance Reciprocal of Canada (the Reciprocal). Under the terms of the Subscribers' Agreement, with respect to a policy period where revenues exceed expenses, any premium surplus may be refunded to the Reciprocal's subscribers on a proportionate

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

basis after the subscriber has been enrolled with the Reciprocal for more than four years. This is the RHA's seventeenth year in the agreement with the Reciprocal. Similarly, if there is a deficiency of revenues, the Reciprocal may collect such premium deficiency from its Subscribers on a proportionate basis. The Reciprocal maintains a stabilization fund to cover future deficiencies. Also, the Reciprocal is insured for claims in excess of $1 million. Surplus distribution was $45,233 (2013 - $0). There are no claims reported that are expected to exceed the policy limits.

14) FINANCIAL INSTRUMENTS

a) Significant Terms And Conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these financial statements.

b) Financial Risk Management

The RHA has exposure to the following risk from its use of financial instruments: credit risk, market risk and liquidity risk.

The Board ensures that the RHA has identified its major risks and ensures that management monitors and controls them. The Board oversees the RHA's systems and practices of internal control, and ensures that these controls contribute to the assessment and mitigation of risk.

c) Credit Risk

The RHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of the RHA's receivables are from Saskatchewan Health – General Revenue Fund, Saskatchewan Workers' Compensation Board, health insurance companies or other Provinces. The RHA is also exposed to credit risk from cash, short-term investments and investments.

The carrying amount of financial assets represents the maximum credit exposure as follows:

	2014	2013
Cash and short-term investments	$ 19,900,888	$ 19,760,026
Accounts receivable		
Ministry of Health - General Revenue Fund	18,118,429	3,504,726
Other	16,400,907	15,613,659
Investments	467,458	461,817
	$ 54,887,682	$ 39,340,228

The RHA manages its credit risk surrounding cash and short-term investments and investments by dealing solely with reputable banks and financial institutions, and utilizing an investment policy to guide their investment decisions. The RHA invests surplus funds to earn investment income with the objective of maintaining safety of principal and providing adequate liquidity to meet cash flow requirements.

d) Market Risk

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates will affect the RHA's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposure within acceptable parameters while optimizing return on investment.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

(i) Foreign exchange risk:

The RHA operates within Canada, but in the normal course of operations is party to transactions denominated in foreign currencies. Foreign exchange risk arises from transactions denominated in a currency other than the Canadian dollar, which is the functional currency of the RHA. The RHA believes that it is not subject to significant foreign exchange risk from its financial instruments.

(ii) Interest rate risk:

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates.

Financial assets and financial liabilities with variable interest rates expose the RHA to cash flow interest rate risk. The RHA's investments include guaranteed investment certificates bearing interest at fixed rates. The RHA's mortgages payable outstanding as at March 31, 2014 and 2013 have fixed interest rates.

Although management monitors exposure to interest rate fluctuations, it does not employ any interest rate management policies to counteract interest rate fluctuations.

As at March 31, 2014, had the prevailing interest rates increased or decreased by 1%, assuming a parallel shift in the yield curve, with all other variables held constant, the RHA's financial instruments would have decreased or increased by approximately $117,975 (2013 - $280,822), approximately 13.88% of the fair value of investments (2013 - 28.6%).

e) Liquidity Risk

Liquidity risk is the risk that the RHA will not be able to meet its financial obligations as they become due.

The RHA manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities.

At March 31, 2014, the RHA has a cash balance of $19,518,180 (2013 - $19,238,922).

f) Fair Value

The following methods and assumptions were used to estimate the fair value of each class of financial instrument:

- The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature.
  - Accounts receivable
  - Accounts payable
  - Accrued salaries and vacation payable
- Cash, short-term investments and long-term investments are recorded at fair value as disclosed in Schedule 2.
- The fair value of mortgages payable and long term debt before the repayment required within one year, is $5,854,170 (2013 - $6,703,758) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements, net of mortgage subsidies.

NOTES TO THE FINANCIAL STATEMENTS
March 31, 2014

Determination of fair value

When the carrying amount of a financial instrument is the most reasonable approximation of fair value, reference to market quotations and estimation techniques is not required. The carrying value of cash and short-term investments, accounts receivable and accounts payable approximated their fair values due to the short-term maturity of these financial instruments.

For financial instruments listed below, fair value is best evidenced by an independent quoted market price for the same instrument in an active market. An active market is one where quoted prices are readily available, representing regularly occurring transactions. Accordingly, the determination of fair value requires judgment and is based on market information where available and appropriate. Fair value measurements are categorized into levels within a fair value hierarchy based on the nature of the inputs used in the valuation.

Level 1 – Where quoted prices are readily available from an active market.

Level 2 – Valuation model not using quoted prices, but still using predominantly observable market inputs, such as market interest rates.

Level 3 – Where valuation is based on unobservable inputs. There were no items measured at fair value using level 3 in 2013 or 2014.

There were no items transferred between levels in 2013 or 2014.

	2014			2013		
	Level 1	Level 2	Total	Level 1	Level 2	Total
Investments	$ 850,166	$ –	$ 850,166	$ 982,921	$ –	$ 982,921
Mortgages payable	$ –	$ 6,381,774	$ 6,381,774	$ –	$ 7,281,145	$ 7,281,145

g) Operating Line of Credit

The RHA has an unsecured line of credit limit of $31,514,987 approved by the Minister of Health in 1999. Interest on the outstanding balance is charged at bank prime less .75%. Total interest paid on the line of credit was $1,362 (2013 - $0).

15) INTERFUND TRANSFERS

Each year the RHA transfers amounts between its funds for various purposes. These include funding capital asset purchases and reassigning fund balances to support certain activities.

	2014			2013		
	Operating	Capital	Community Trust	Operating	Capital	Community Trust
Building renovations	$ (1,321,399)	$ 1,321,399	$ –	$ (2,688,277)	$ 2,688,277	$ –
Capital asset purchases	–	88,101	(88,101)	–	57,726	(57,726)
Mortgage payments	(430,649)	430,649	–	(427,541)	427,541	–
SHC reserves	40,664	(40,664)	–	(88,793)	88,793	–
	$ (1,711,384)	$ 1,799,485	$ (88,101)	$ (3,204,611)	$ 3,262,337	$ (57,726)

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2014

16) PAY FOR PERFORMANCE

Effective April 1, 2011, a pay for performance compensation plan was introduced. Amounts over 90% of base salary are considered 'lump sum performance adjustments'. Senior employees are eligible to earn lump sum performance adjustments up to 110% of their base salary. During the year, senior employees are paid 90% of current year base salary and lump sum performance adjustments related to the previous fiscal year. At March 31, 2014, lump sum performance adjustments relating to 2013-14 have not been determined as information required to assess senior employee performance is not yet available.

Schedule 1

SCHEDULE OF EXPENSES BY OBJECT

For the year ended March 31, 2014

	Budget 2014	Actual 2014	Actual 2013
Operating			
Advertising & public relations	$ 255,299	$ 175,349	$ 208,337
Board costs	180,714	142,532	189,930
Compensation – benefits	108,084,714	108,584,193	103,428,629
Compensation – employee future benefits	–	53,400	77,805
Compensation – salaries	524,295,419	538,393,555	522,053,844
Continuing education fees & materials	833,490	892,938	783,704
Contracted out services	16,000,000	19,413,191	16,530,838
Diagnostic imaging supplies	679,049	595,743	635,446
Dietary supplies	83,755	64,925	57,832
Drugs	14,293,151	13,255,098	14,531,619
Food	7,742,157	7,667,174	7,617,295
Grants to ambulance services	3,063,416	3,050,324	3,050,564
Grants to health care organizations & affiliates	62,091,363	64,611,156	61,964,912
Housekeeping & laundry supplies	2,855,449	3,214,032	2,818,000
Information technology contracts	5,640,953	5,812,374	5,238,614
Insurance	1,650,000	1,629,137	1,630,512
Interest	216,293	211,415	227,653
Laboratory supplies	5,934,243	5,966,002	5,653,266
Medical and surgical supplies	51,116,566	49,335,018	46,616,243
Medical remuneration & benefits	81,464,963	84,951,543	80,348,726
Meetings	134,757	305,115	301,338
Office supplies and other office costs	4,292,375	4,159,323	3,923,353
Other	13,000,000	7,070,726	15,081,160
Professional fees	8,903,920	12,454,854	11,095,167
Prosthetics	21,324,330	22,220,267	21,354,291
Purchased salaries	900,000	498,003	901,344
Rent / lease / purchase costs	12,309,964	14,180,869	13,267,109
Repairs and maintenance	16,547,349	13,537,830	13,116,625
Supplies – other	3,452,064	3,692,148	3,737,981
Therapeutic supplies	1,194,192	1,038,490	1,136,738
Travel	4,571,763	4,202,991	4,415,704
Utilities	11,728,316	11,522,306	10,718,730
	$ 984,840,024	$ 1,002,902,021	$ 972,713,309
Restricted			
Amortization		$ 30,136,723	$ 30,114,812
(Gain) loss on disposal of fixed assets		454,657	545,333
Mortgage interest expense		284,301	341,249
Other		2,334,307	2,253,437
		$ 33,209,988	$ 33,254,831

Schedule 2

SCHEDULE OF INVESTMENTS

As at March 31, 2014

	Amount	Maturity	Effective Rate
RESTRICTED INVESTMENTS			
Cash and Short-Term Investments			
Chequing and savings			
Cash	$ 114,387		
B2B Trust High Interest Savings	99,902		
Bank of Montreal	8,062,430		
Manulife Bank Investment Savings	103,797		
Renaissance High Interest Savings	198,646		
	8,579,162		
Investments			
Home Trust Company	$ 8,644	2-Apr-14	1.80%
Montreal Trust Company	45,135	19-Jun-14	2.20%
Equitable Trust Company	39,172	7-Jul-14	2.36%
ICICI Bank (Canada)	30,000	15-Sep-14	2.73%
Manulife Bank of Canada	127,183	15-Sep-14	2.70%
HSBC Bank Canada	60,144	30-Sep-14	3.25%
Montreal Trust	72,430	24-Mar-15	2.85%
	382,708		
Total Cash and Short-Term Investments	$ 8,961,870		
Long-Term Investments			
Equitable Trust Company	$ 8,644	2-Apr-15	2.05%
Equitable Trust Company	51,708	22-Jun-15	2.36%
Montreal Trust	36,045	2-Sep-15	2.35%
Home Trust Company	150,089	1-Oct-15	2.20%
Home Trust Company	55,239	4-Apr-16	2.10%
Home Trust Company	40,773	3-Oct-16	2.31%
Manulife Trust Company	124,960	3-Oct-16	2.26%
Total Long-Term Investments	467,458		
Total Restricted Investments	$ 9,429,328		
OPERATING FUND			
Cash and Short-Term Investments			
Chequing and Savings			
Cash on Hand	$ 74,149		
Petty Cash	65,155		
Bank of Montreal	10,740,010		
Broadview Credit Union	1,208		
Canadian Imperial Bank of Commerce	4,758		
Cornerstone Credit Union	1,592		
Raymore Credit Union	273		
Royal Bank of Canada	12,242		
TD Canada Trust	1,011		
U.S. Funds - BMO & Harris Bank	38,620		
Total Cash and Short-Term Investments	10,939,018		
Total Operating Fund	$ 10,939,018		
Total Investments	$ 20,368,346		
RESTRICTED AND UNRESTRICTED TOTALS			
Total Cash & short-term investments	$ 19,900,888		
Total Long-term investments	467,458		
Total Investments	$ 20,368,346		

Schedule 3

SCHEDULE OF EXTERNALLY RESTRICTED FUNDS

For the year ended March 31, 2014

	Balance Beginning of Year	Investment & Other Revenue	Donations, Grants, & Transfers	Expenses	Transfer to investment in capital asset	Balance End of Year
Community Trust Fund						
Broadview Centennial Lodge	$ 38,272	$ 4,919	$ 5,790	$ 19,008	$ –	$ 29,973
Broadview Union Hospital	80,591	–	2,786	1,688	–	81,689
Eastern Saskatchewan Pioneer Lodge	18,364	–	–	–	–	18,364
Golden Prairie Home	335,272	5,556	7,714	16,043	75,242	257,257
Grenfell Area	445,494	(1,931)	60,533	11,277	–	492,819
Home Care	2,088	–	600	1,700	–	988
Indian Head Hospital	21,592	331	72	–	–	21,995
Lakeside Home	9,896	–	4,514	2,300	–	12,110
Montmartre Health Centre	71,497	69	2,045	–	–	73,611
Moosomin Union Hospital	129,147	(2,187)	–	–	–	126,960
St. Joseph's Integrated Care Centre	112,553	–	–	13,813	–	98,740
Whitewood Health Centre	77,361	(1,411)	2,985	15,311	–	63,624
Wolseley Memorial Hospital	380,410	(3,709)	1,157	–	12,859	364,999
	$ 1,722,537	$ 1,637	$ 88,196	$ 81,140	$ 88,101	$ 1,643,129
Capital Fund						
Balcarres Integrated Care Centre	$ 48,176	$ 5,935	$ 886	$ 9,677	$ –	$ 45,320
Echo Lodge	78,860	3,462	29,755	3,639	31,732	76,706
Home Care	2,707	–	–	–	–	2,707
Hospitals of Regina Foundation	59,784	–	–	–	50,397	9,387
Silver Heights Special Care Home	31,253	3,970	5,690	523	12,470	27,920
St. Joseph's Care Centre	12,702	–	560	7,664	–	5,598
Wascana Rehab Centre	199,942	–	53,840	–	9,888	243,894
Saskatchewan Health Capital Construction	5,155,318	71,829	7,418,384	1,112,735	4,918,379	6,614,417
Saskatchewan Health Capital Equipment	2,688,050	134,120	13,621,776	311,698	13,166,059	2,966,189
Saskatchewan Health Dedicated IT Funding	(685,087)	(200,000)	1,000,000	–	1,413,688	(1,298,775)
Saskatchewan Health RIS/PAC	866,754	–	–	–	(64,803)	931,557
Saskatchewan Health EMS	591,288	25,897	838,532	–	1,691,195	(235,478)
Saskatchewan Health VFA	4,546,748	–	–	722,234	1,932,556	1,891,958
Capital funded by future operating surpluses	(3,722,362)	–	945,678	1,632,225	(613,294)	(3,795,615)
	$ 9,874,133	$ 45,213	$ 23,915,101	$ 3,800,395	$ 22,548,267	$ 7,485,785
Total Externally Restricted Funds	$ 11,596,670	$ 46,850	$ 24,003,297	$ 3,881,535	$ 22,636,368	$ 9,128,914

Schedule 4

SCHEDULE OF INTERNALLY RESTRICTED FUND BALANCES

For the year ended March 31, 2014

	Balance Beginning of Year	Investment Income Allocation	Allocation from unrestricted fund	Transfer to unrestricted fund (expenses)	Transfer to investment in capital	Balance End of Year
CAPITAL						
Replacement Reserves						
Balcarres Integrated Care Centre	$ 108,000	$ –	$ –	$ –	$ –	$ 108,000
Echo Lodge	327,428	–	872	–	–	328,300
Golden Prairie Home	115,790	–	–	–	–	115,790
Silver Heights	77,500	–	–	–	–	77,500
Whitewood Community Health Centre	56,868	–	7,700	–	–	64,568
Regina Village Rentals	310,289	8,118	75,240	132,594	–	261,053
	$ 995,875	$ 8,118	$ 83,812	$ 132,594	$ –	$ 955,211
OPERATING						
Information Technology Systems	$ 407,222	$ –	$ –	$ –	$ 84,369	$ 322,853
Renovations & Construction	169,301	–	–	–	169,301	–
Capital Equipment	(234,037)	–	–	–	1,067,729	(1,301,766)
	$ 342,486	$ –	$ –	$ –	$ 1,321,399	$ (978,913)
Total Internally Restricted Funds	$ 1,338,361	$ 8,118	$ 83,812	$ 132,594	$ 1,321,399	$ (23,702)

Schedule 5

SCHEDULES OF BOARD REMUNERATION

For the year ended March 31, 2014

	Retainer	Per Diem	Travel Time Expenses	Travel & Sustenance Expenses	Expenses	CPP	2014 Total	2013 Total
Boutilier, L. Chairperson	$ 9,960	$ 21,563	$ 1,387	$ 1,120	$ 3,082	$ 1,456	$ 38,568	$ 42,451
Barber, B.	–	6,150	1,900	2,537	1,681	240	12,508	13,415
Carter, J.	–	5,450	1,700	1,908	1,990	210	11,258	9,991
Bryant, C.	–	7,900	350	380	2,544	264	11,438	13,502
Dixon, L.	–	–	–	–	–	–	–	4,558
Everett, M.	–	4,613	1,913	1,894	4,927	–	13,347	24,843
Jijian, L.	–	6,050	375	186	1,527	159	8,297	10,357
Lang, J.	–	5,350	1,025	623	1,615	150	8,763	11,166
Quinlan, S.	–	7,150	400	614	1,236	–	9,400	14,102
Semenchuck, G.	–	4,725	425	596	1,747	–	7,493	8,510
Sparvier, P.	–	4,100	2,200	3,625	1,114	119	11,158	6,817
Woidyla, P.	–	5,150	1,437	1,804	2,083	182	10,656	13,352
	$ 9,960	$ 78,201	$ 13,112	$ 15,287	$ 23,546	$ 2,780	$ 142,886	$ 173,064

SENIOR MANAGEMENT SALARIES, BENEFITS, ALLOWANCES AND SEVERANCE

For the year ended March 31, 2014

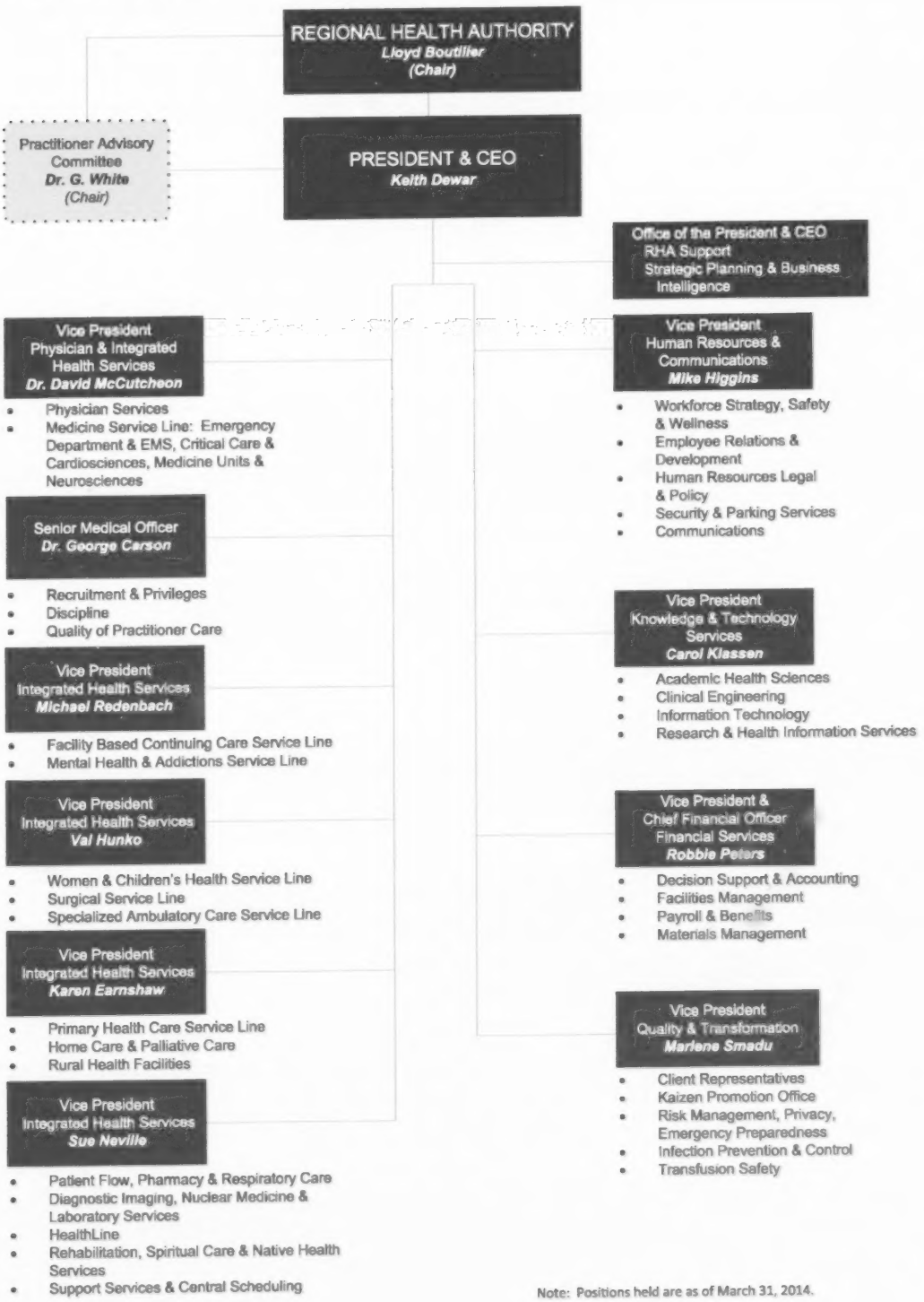
	2014						2013		
	Salaries[1]	Vacation Payout[1]	Benefits & Allowances[2]	Sub–total	Severance Amount	Total	Salaries, Benefits & Allowances[1,2]	Severance	Total
Keith Dewar, President & Chief Executive Officer	$ 325,793	$ –	$ 8,339	$ 334,132	$ –	$ 334,132	$ 123,294	$ –	$ 123,294
Karen Earnshaw, Vice President, Integrated Health Services	199,575	–	2,559	202,134	–	202,134	112,289	–	112,289
Mike Higgins, Vice President, Human Resources & Communications	221,474	–	6,059	227,533	–	227,533	226,398	–	226,398
Valerie Hunko, Vice President, Integrated Health Services	221,474	–	6,059	227,533	–	227,533	238,644	–	238,644
Carol Klassen, Vice President, Knowledge and Technology Services	221,474	–	6,059	227,533	–	227,533	241,084	–	241,084
David McCutcheon, Vice President, Physician and Integrated Health Services	298,563	–	19,644	318,207	–	318,207	5,192	–	5,192
Susan Neville, Vice President, Integrated Health Services	221,474	–	6,059	227,533	–	227,533	228,767	–	228,767
Robbie Peters, Vice President & Chief Financial Officer	34,936	–	1,210	36,146	–	36,146	–	–	–
Michael Redenbach, Vice President, Integrated Health Services	224,699	–	7,266	231,965	–	231,965	255,854	–	255,854
Marlene Smadu, Vice President, Quality & Transformation	217,212	–	6,059	223,271	–	223,271	154,441	–	154,441
Joy Dobson, former Senior Medical Officer	61,974	–	1,137	63,111	–	63,111	240,647	–	240,647
Randy Stephanson, former Vice President & CFO	119,053	2,523	27	121,603	–	121,603	9,475	–	9,475
Charlene Gavel, former Vice President & CFO	–	–	–	–	–	–	219,267	164,283	383,550
Dwight Nelson, former President & CEO	50,348	90,690	333	141,371	–	141,371	411,392	–	411,392
Diane Larrivee, former Vice President, Specialty Care	2,762	–	–	2,762	–	2,762	165,883	–	165,883
	$ 2,420,811	$ 93,213	$ 70,810	$ 2,584,834	$ –	$ 2,584,834	$ 2,632,627	$ 164,283	$ 2,796,910

[1] Salaries include regular base pay, overtime, honoraria, sick leave, vacation leave, and merit or performance pay, lumpsum payments, and any other direct cash remuneration. Senior employees were paid at 90% of base salary. Senior employees are eligible to earn up to 110% of their base salary. Performance pay is reflected in the year paid. Refer to Note 16 for further details.

[2] Benefits & allowances include the employer's share of amounts paid for the employees' benefits and allowances that are taxable to the employee. This includes taxable: professional development, education for personal interest, non–accountable relocation benefits, personal use of an automobile, cell phone, computer, etc., as well as any other taxable benefits.

Appendix A: Organizational Structure

Regina Qu'Appelle Health Region Organizational Structure



Note: Positions held are as of March 31, 2014.

Appendix B: List of Facilities

REGINA

Location	Site	Gross Sq. Ft.	Lease/Own
16-.0 Victoria Avenue	Addiction Treatment Centre	18,348	Own
325 Victoria Avenue	Al Ritchie Health Action Centre	2,080	Lease
2110 Hamilton Street	Alcohol & Drug Services, I.T., Mental Health-Adult, Public Health Central	60,888	Lease
2166 Broad Street	Autism Centre	4,112	Lease
2024 Albert Street	Drug Treatment Court	5,650	Lease
400 Broad Street	Eagle Moon Health Office	2,820	Lease
3705 Hill Avenue	Emergency Medical Services	5,400	Own
5730 Rochdale Boulevard	Emergency Medical Services	1,679	Own
1350 Albert Street	Emergency Medical Services - Central Operations	45,000	Own
2435 Park St.	EMS Geopost	970	Lease
1621 Albert Street	Family Medicine Unit / Pre-Admission Surgical Assessment Centre	26,698	Lease
3510 - 5th Avenue	Four Directions Community Health Centre	7,144	Lease
1048 Albert Street	Harm Reduction Program	1,962	Lease
1080 Winnipeg Street	Health Promotion (Health Promotion, Dental Health, Active Living, Nutrition, Midwifery), Population and Public Health Services	4,263	Lease
2755 Avonhurst Drive	HealthLine, EMS Communication Centre, BedLine, Central Scheduling	17,436	Lease
1920 Broad Street	Hearing Aid Plan	5,185	Lease
4211 Albert Street	Home Care / SWADD / HR / LR	33,796	Lease
1311-B Broadway Avenue	Home Care Treatment Centre	3,125	Lease
235 Albert St. North	Kidney Health Centre	10,035	Lease
1001 Montreal Street	Laundry Services	40,000	Own
1662 / 1680 / 1686 Albert Street	Mental Health Services - Child & Youth	22,465	Lease
4101 Dewdney Avenue	Pasqua Hospital	597,578	Own
430 Pioneer Dr.	Pioneer Village	468,514	Own
1052 / 1056 Albert Street	Population & Public Health	4,092	Lease
1911 Park Street	Public Health - East Office	5,570	Lease
204 Wascana Street	Public Health - North Office	7,246	Own
1692 Albert Street	Randall Kinship Centre (Mental Health Services)	4,000	Lease
1440 – 14th Avenue	Regina General Hospital	1,028,489	Own
200-2550 -15th Ave.	RQHR Admin. Offices	4,962	Lease
2180 Victoria Avenue E.	RQHR Admin. Offices	5,901	Lease
1037 Park St.	RQHR Warehouse	9,325	Lease
2180 - 23rd Avenue	Wascana Rehabilitation Centre	485,070	Own
	Total Gross Feet, Regina Facilities	**2,939,803**	

Appendix B: List of Facilities

RURAL

Location	Site	Gross Sq. Ft.	Lease/Own
100 South Elgin St., Balcarres	Balcarres Integrated Care Centre	27,940	Own
310 Calgary St., Broadview	Broadview Centennial Lodge	18,998	Own
606 Main St., Broadview	Broadview Home Care Office	1,259	Own
901 Nina St., Broadview	Broadview Union Hospital	19,181	Own
108 Donald Rd., Cupar	Cupar Health Centre	13,608	Own
560 Broadway St., Fort Qu'Appelle	Echo Lodge	21,128	Own
178 Boundary Ave.N., Fort Qu'Appelle	Fort Qu'Appelle Community Health Services Centre	8,400	Own
916 Eden St., Indian Head	Golden Prairie Home	23,272	Own
721 Stella St., Grenfell	Grenfell Health Centre	11,902	Own
713 Regina Avenue, Grenfell	Grenfell Housing Units (4 duplexes)	3,627	Own
802 Wolseley Ave., Grenfell	Grenfell Regional Office	3,150	Own
300 Hospital St., Indian Head	Indian Head Union Hospital	20,775	Own
701 Ouimet St., Wolseley	Lakeside Nursing Home	55,025	Own
125 Prince St., Imperial	Long Lake Valley Integrated Facility	20,325	Own
237 - 2nd Ave. E., Montmartre	Montmartre Health Centre	20,032	Own
710 Regina Ave., Grenfell	Pioneer Home	17,997	Own
402 McLean St., Raymore	Silver Heights Special Care Home	28,000	Own
601 Wright Road, Moosomin	Southeast Integrated Care Centre - Moosomin	94,120	Own
280 Burns Ave., Southey	Southey Health Action Centre	200	Lease
508 Westmoor St., Lestock	St. Joseph's Integrated Care Centre	14,338	Own
921 Gambetta St., Whitewood	Whitewood Community Health Centre	16,856	Own
801 Ouimet St., Wolseley	Wolseley Memorial Integrated Care Centre	13,616	Own
	Total Gross Feet, Rural Facilities	**453,749**	
	Total Gross Feet, RQHR	**3,393,552**	

AFFILIATES

Location	Site	Gross Sq. Ft.
450 - 8th St. W., Fort Qu'Appelle	All Nations Healing Hospital	56,901
213 Mills St., Cupar	Cupar & District Nursing Home	39,166
4125 Rae St., Regina	Extendicare Elmview	18,500
4540 Rae St., Regina	Extendicare Parkside	51,977
260 Sunset Dr., Regina	Extendicare Sunset	40,000
10 Aspen Bay, Lumsden	Lumsden & District Heritage Home	20,000
1425 College Ave., Regina	Qu'Appelle House	28,265
806 - 2nd Ave., Raymore	Raymore Community Health & Social Centre	1,680
1925 - 5th Ave. N., Regina	Regina Lutheran Home	60,452
4215 Regina Ave., Regina	Santa Maria Senior Citizens Home	107,185
50 Angus Rd., Regina	William Booth Special Care Home	46,632
	Total Gross Feet, Affiliates	**470,758**

Appendix C:
3sHealth 2013-14 Shared Services Report

Health Shared Services Saskatchewan (3sHealth) was established in 2012 through a partnership between the health regions and Saskatchewan Cancer Agency (SCA) to provide shared administrative and clinical support services. By sharing services, the health regions, SCA, and other health care partners can provide better quality of care to patients and families. At the same time, the health care system can leverage shared services to reduce costs and redirect savings back to patient care.

Alongside the health regions, 3sHealth celebrated the following key achievements in 2013-14:

- Establishing a linen services agreement that will create a long-term, sustainable solution for health care linen services throughout the province, improving the patient experience, ensuring patient and worker safety, and capturing $98 million in savings over 10 years.
- Leveraging of group purchasing contracts to increase the health system's buying power through provincial and national procurement contracts for clinical supplies and services, resulting in new available savings of $7.8 million.
- Completing the Gateway Online project, which provides all employees in the Saskatchewan health sector with access to personal employment information in a centralized digital space.
- Exceeding our $10 million annual provincial savings target, producing cost savings for the provincial health care system totaling over $23 million.

The focus of 3sHealth's work in 2013-14 was on identifying opportunities for improvement that will improve quality of care for Saskatchewan patients and lower the cost curve for the system. As part of this work, 3sHealth explored potential shared services in key areas including medical imaging, medical laboratory services, information services / information management, transcription services, enterprise risk management, supply chain and environmental services.

Through ongoing collaboration with our health region and SCA partners, 3sHealth has exceeded $93 million in total savings, and we are ahead of schedule in our goal of achieving our $100 million five-year target. We look forward to celebrating this significant milestone next year with our health sector partners as together we transform health care.

Appendix D: Payee List

The payee list is compiled and distributed in accordance with Ministry guidelines which states that the list must be included, either as an appendix or with the main content of the annual report, in all copies of the published annual report, whether it is distributed electronically or in hard copy. Reporting and tabling the payee list holds the Regional Health Authorities accountable for the public funds received.

Personal Services

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

Individual	Payment	Individual	Payment	Individual	Payment
Abadiano, Linda	171,923	Ahmadi, Milagros	99,495	Anderson, Crystal	65,164
Abadilla, Elvie	117,489	Ahmed, Sohail	69,478	Anderson, Darrell	102,607
Abbas, Zahid	97,923	Airir, Abdellah	116,590	Anderson, Kari	76,541
Abbott, Yvonne	65,410	Akan, Joseph	91,228	Anderson, M. Sheila	151,610
Abell Thome, Cathie	74,216	Aker, Abbie	80,834	Anderson, Maureen	80,021
Abello, Sandra	103,543	Alarcon, Irene	107,883	Anderson, Pamela D.	62,378
Abenir, Maria Cielo	110,908	Albanez, Jesse	104,715	Anderson, Pamela K.	88,872
Abii Ndoh, Edith	127,010	Albert, Kevin	51,926	Anderson, Sandra	67,133
Abrenilla, Maribel	138,046	Albert, Lori	72,792	Anderson, Sandra	72,010
Abrey, Karen	90,526	Alejandria, Lou Anne	66,977	Anderson, Sharon	95,294
Abrook, Elaine	105,147	Alex, Shyji	55,059	Anderson, Shawn	77,517
Abuan, Ruby Grace	57,660	Alexson, Delphine	70,154	Anderson, Shelly	114,353
Abuan, Wilfredo	50,241	Alfano, Beverly	127,724	Anderson, Tamara	90,957
Abudu-Adam, Eunice	94,411	Alfonso, Brenda	112,004	Anderson, Thomas	74,148
Achoyo, Agnes	52,929	Ali, Chinagorom	88,661	Anderson, Tracy	53,564
Achtemichuk, Myrna	72,735	Ali, Meimuna	91,616	Andes, Felina	149,735
Ackerman, Melinda	51,530	Alie, Wendy	68,631	Andres, Jean	58,528
Ackles, Leah	74,467	Allan, Shauna-Leigh	88,721	Andrews, Lillian	73,357
Ackles, Sharon	56,724	Allen, Brent	56,256	Andrews, Miesha	85,663
Adair, Carol	98,207	Allen, Dale	50,536	Andrews, Naomi	99,872
Adamiak, Bonnie	68,805	Allen, Dianne	85,245	Andrews, Tracy	71,967
Adamko, Brenda	94,673	Allen, Marla	74,547	Angeles, Ronald	524,442
Adams, Amy	63,416	Allig, Jennifer	111,003	Antal, Jeanette	71,729
Adams, Jill	99,797	Allingham, Katie	79,346	Antoine, Lani	87,915
Adams, Folashade	66,228	Almacen, Mary Joy	104,493	Antonio, Angela	78,133
Adams, Jody	101,168	Almassy, Nicole	78,919	Apostol, Zyra Camille	74,414
Adams, Michael	79,326	Alolong, Arlene	99,315	Appel, Jamie	91,064
Adams, Stephanie	72,667	Alonzo, Ma Emelinda	50,412	Apperley, Barry	84,836
Adamson, Susanne	53,488	Alport, Lois	91,835	Apperley, Jessica	120,145
Adcock, Stanley	64,893	Alston, Candace	68,577	Appleby, Becky	93,843
Adebogun, Olatundun	51,349	Althouse, Leanne	76,064	Appleby, Carmen	65,268
Adelman, Olivia	82,090	Altrogge, Jordan	70,654	Appleby, Shannon	81,219
Adem, Finte	70,812	Altwasser, Cheryl	51,184	Arabi, Farzaneh	52,248
Adeyoju, Motunrayo	126,014	Altwasser, Tara	70,697	Aravindanathan, Gowthaman	54,525
Adkins, Steve	96,466	Alviola, Maria Zeena	94,257	Arbuthnot, Blair	57,486
Adolfo, Stephanie	93,067	Amies, Lisa	61,400	Arcena, Jeffrey	82,815
Adorna, Joanne	115,783	Amon, Bree	136,520	Arcena, Maureen	82,699
Aebig, Jovita	52,302	Amyotte, Bernadett	78,656	Arches, Mary Ann	150,898
Aftab, Rubina	66,409	Amyotte, Elma	51,350	Argue, Jocelyn	82,050
Agar, Mallery	62,603	Amyotte, Trisha	61,943	Arklie, Chris	76,332
Aglosolos, Kristine Ivy	103,941	Anacio, Carlo	136,656	Armbruster, Krystal	89,067
Agopsowicz, Darren	76,405	Anastasakis, Alisa	50,298	Armbruster, Robert	59,847
Agopsowicz, Micaela	67,886	Anderson, Amanda	94,104	Armstrong, Avril	69,043
Aguanta, Cristine	100,570	Anderson, Barbara	88,145	Armstrong, Craig	94,041
Agustin, Rizalyn	81,715	Anderson, Carolyn	100,171		

Appendix D: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Armstrong, Shawn	102,195	Baiton, Susan	97,728	Baseden, Margaret	88,042
Arndt, Rachel	84,875	Bajo, Arnulfo	135,403	Bashir, Saba	50,007
Arnold, Arleene	68,235	Bak, Darlene	101,969	Basler, Alix	80,249
Arnott, Dena	70,741	Bakke, Colleen	86,824	Bassendowski, Heather	87,384
Arrojado, Desiree	79,984	Bakke, Harmony	77,045	Bassi, Manpreet	61,478
Arscott, Susan	83,610	Bakken, Ashley	89,429	Bast, Brianna	66,577
Arvidson, Karl	102,964	Bakker, Cynthia	53,984	Bast, Darlene	92,803
Asamoah Bediako, Matilda	80,562	Balaberda, Danielle	50,392	Bast, James	89,998
Asante, Ethelda	76,693	Balak, Janet	104,840	Basuel, Neil Erwin	68,459
Asemrie, Eyeruslem	54,973	Balas, Chalynn	64,112	Batan, Virgilito	53,125
Ash, Danielle	101,206	Balch, Laurie	80,573	Bateman, Dorothy	98,931
Ash, Jamie	120,231	Baldos, April	68,809	Bateman, Enid	120,128
Ash, John	141,882	Baldos, Evelyn	140,402	Bater, Charolette	87,061
Ash, Sharon	76,688	Balius, Ken	91,092	Bathgate, Brenda	84,962
Ashfield, Diana	93,656	Ball, Lisa	71,386	Batiuk, Tayne	93,742
Ashman, Juliet	107,675	Ball, Ronald	93,383	Batty, Christelle	92,578
Askin, Susan	73,793	Ballagh, Brenda	91,334	Batty, Cynthia	64,809
Aspra, Raelyn	88,930	Balogh, Heather	103,337	Batty, Nancy	99,488
Assman, Lori	185,708	Balycky, Annette	86,249	Battyanie, Gloria	50,773
Ast, Marie	112,661	Barnhour, Heather	96,848	Bauck, Sarah	79,023
Astrope, Linda	61,958	Banadyga, Lorraine	54,773	Bauer, Egistina	51,726
Athwal, Jaswinder	51,747	Banbury, Kim	50,469	Baumgartner, Andrea	80,821
Atkinson, Kelly	73,144	Bancescu, Shelda	69,842	Baumgartner, Kathleen	97,153
Awula, Lydia	114,835	Bancescue, Alana	65,250	Bayfield Ash, Nicola	130,963
Ayran, Maria	71,901	Banfield, Joy	91,893	Bazeley, Brandi	76,724
Azcueta, Jed Joseph	134,828	Banilevic, Stefanie	71,735	Baziuk, Heather	73,749
Baade, Alyssa	66,510	Bank, Britney	54,559	Beach, Deborah	50,864
Baars, Jodi	66,808	Bank, Karen	79,208	Beahm, Karen	84,636
Babcock, Kelly	143,681	Bannouvong, Toulakone	59,465	Beallie, Janice	57,409
Baber, Carla	57,382	Bansie, Suzanne	102,446	Bean, Jennifer	102,175
Babista, Carlos	58,210	Baragar, Richard	65,414	Bear, Colleen	55,018
Babuik, Richard	58,883	Baran, Vivian	137,667	Bear, Shelby	66,994
Bachelu, Brett	112,536	Baranowski, Jessica	81,102	Bearss, Leslie	90,040
Bachelu, Darren	53,396	Bardal, Terry	111,184	Beaton, Chelsea	68,208
Bachiu, Carol	100,541	Barkman, Louise	54,368	Beatty, Sheri	76,809
Bachman, Darren	75,313	Barnard, Phyllis	69,938	Beauchesne, Elaine	87,380
Bachorick, Beverly	77,169	Baron, Michael	94,553	Beaudry, Tammy	52,544
Bachynski, Nicole	55,363	Barre, Jessica	64,313	Beaurivage, Barbara	129,986
Backlin, Christina	88,970	Barrett, Tami	78,576	Beaurivage, Ginger	60,613
Bacon, Peggy	88,439	Barrett, Vanessa	73,461	Beck, Leslie	52,656
Bacsu, Amanda	52,527	Barrie, Sandra	65,091	Becker, Gail	94,945
Badgley, Catherine	104,738	Barrientos, Rosalita	58,810	Beckett, Susan	61,053
Badilla, Iris Jade	96,099	Barry, Kimberly	62,678	Beer, Donna	50,575
Baer, Bonnie	143,819	Barth, Carol	82,930	Beer, Sara	60,478
Baer, Susan	115,193	Bartlett, Tanya	89,009	Begg, Elizabeth	115,733
Bagan, Jessica	74,620	Bartley, Chrystal	69,263	Beggs La Riviere, Gail	92,923
Bagnell, Jennifer	67,898	Bartok, Rita	51,029	Beggs, Ryan	99,875
Bailey, Garrett	71,629	Bartolf, Lisa	97,263	Behnke, Wanda	82,482
Bailey, Pamela	81,472	Barton, Tessa	91,841	Behr, Glen	83,165
Baily, Karen	96,125	Bartoshewski, Samantha	84,885	Behrns, Ainslee	86,371
Baison, Samuel	78,911	Bartsch, Candace	73,584	Behrns, Liana	61,270
Baitiong, Liwliwa	92,661	Baseden, Jessica	72,416	Beier, Shauna	56,291

Appendix D: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Beisel, Patricia	74,758	Bertram, Tracy	99,647	Boehlen, Reid	103,681
Beisel, Thomas	91,064	Berube, Daniel	56,603	Boehm, Cheyanne	92,824
Beitel, Catherine	101,277	Betker, Leslie	60,220	Boehme, Leslie	60,865
Beitel, Joy	106,289	Beutel Fox, Bonny	98,011	Boehmer, Mavis	85,969
Beitel, Laura	95,634	Beutler, Cheryl	76,077	Boese, Erin	114,274
Beitel, Linda	69,626	Beutler, Linda	82,260	Boey, Joan	127,317
Beka, Rachelle	80,376	Beutler, Muriel	106,506	Bohun, Stefanie	68,847
Belay, Teala	69,399	Bialobzyski, Kendra	100,835	Bolen, Karyn	72,290
Belcourt, Anita	54,454	Bialobzyski, Kimberly	67,277	Bolen, Yvette	87,362
Belisle, Lorelee	55,428	Bichel, James	115,474	Bolianatz, Josie	82,986
Bell, Alison	115,709	Bieber, Michelle	68,020	Bolt, Jennifer	114,334
Bell, Ellen	52,819	Biegler, Leah	75,678	Bolt, Rachel	91,465
Bell, Jerry	122,168	Bien, Marilyn	59,535	Bondarchuk, Eric	128,857
Bell, Stacey	85,270	Bigelow, Jeannette	86,885	Bonderoff, Hazel	92,008
Bella, Candace	83,575	Bihag, Helen Rose	101,936	Bondoc, Mavelyn	109,408
Bellamy, Bryan	52,027	Bilan, Denise	74,743	Bonokoski, Jodi	97,365
Bellavance, Gord	95,426	Bilan, Michelle	78,979	Booker, Elizabeth	84,938
Bellegarde, Jennifer	106,369	Bilinski, Tasha	54,156	Booker, John	77,305
Bellisle, Apollo	51,224	Bilkey-Behms, Phyllis	69,888	Bookout, Gaye	55,596
Bellisle, Tracie	117,615	Billett, Catherine	91,064	Booth, Sheila	88,193
Bemis, Tanya	67,628	Bilo, Maria	115,207	Bootleziolkowski, Kelly	56,223
Benaschak, Clay	71,012	Bingham Adams, Karen	133,220	Booty, Kerry	54,155
Bendelin, Jana	108,683	Binner, Arlene	80,334	Bordas, Fred	97,578
Bender, Connie	95,381	Bird, Judy	55,834	Bordeleau, Tracy	101,842
Benedik, Corinne	104,787	Bird, Verna	88,459	Borisko, Jennifer	74,994
Benitez, Engelbert	95,243	Birns, Heather	77,037	Borja, Ma Elizabeth	115,150
Benjoe, Janice	58,178	Birrell, Breanna	87,674	Borni, Martin	60,683
Benko, Amy	62,770	Bishoff, Jocelyn	91,064	Borsa, Shawna	85,651
Bennett, Lori	93,423	Bittman, Crystal	83,060	Bossenberry, Teagan	67,965
Bennie, Julia	50,521	Bituin, Michael Eric	108,199	Boston, Kerry	66,596
Benning, Margot	87,232	Bjerland, Glorianne	106,736	Boucher, Celeste	84,844
Benson, Petra	73,783	Black, Darlene	52,490	Boucher, Scott	75,527
Benz Tramer, Cara	122,737	Blair, Carolyn	89,338	Boulanger, Debbie	58,053
Berard, Nathalie	53,060	Blair, Joanna	106,588	Boulet, Nathan	85,283
Berdos, Veronica	59,503	Blakley, Cindy	52,340	Boulet, Ray	53,636
Bereti, Lorilee	96,058	Blanco, Bruce	100,759	Bourassa, Kimberley	91,555
Bereziuk, Chantel	123,354	Blanco, Leoer Richard	116,249	Bouvier, Shelley	55,886
Berezowski, Mark	68,441	Blanco, Marianne Lovely	94,491	Bovee, Sabrina	72,029
Berg, Cathy	63,896	Blaser Lindenbach, Juliann	78,108	Bowen, Francis	343,211
Berg, Shauna	57,616	Blayone, Eileen	65,852	Bowen, Max	76,923
Bergen, Rachel	99,567	Blayone, Sherie	92,787	Bowles, Brooke	94,942
Bergeron, Vanessa	66,871	Bloch, Kevin	76,698	Boyachek, Michelene	94,944
Bergquist, Christa	84,588	Block, Kalita	60,562	Boyd, Lori	50,387
Bernakevitch, Kimberly	69,388	Blommaert, Patricia	66,097	Boyd, Marion	93,623
Bernal, Ronald	118,491	Blumer, Jennifer	88,563	Boyer, Mary	110,772
Bernardo, Patrick	93,287	Bobetsis, Gus	85,087	Boyer, Megan	58,448
Bernath, Ashley	65,121	Bobetsis, Logan	109,588	Boyle, Laura	54,896
Bernhardt, Geraldine	96,586	Bobetsis, Spero	72,114	Bradford, Michelle	79,876
Beronilla, Nora	55,295	Bodani, Jayalaksh	450,276	Bradish, Miranda	73,447
Beros, Carla	73,932	Bodnar, Delila	77,997	Brady, Randall	56,130
Berry, Raissa	80,532	Bodnar, Jody	69,919	Brady, Ray	84,327
Berthelette, Candice	67,308	Bodnaryk, Sharon	95,100	Brandt, Aimee	86,451

Appendix D: Payee List

Individual	Payment
Brar, Harinder	101,249
Brar, Shabnampreet	58,431
Bratkoski, Lisa	82,113
Braun, Angela	71,565
Braun, Dona	92,349
Braun, Jacquelin	157,794
Bray, Amy	64,613
Brecht, Kara	53,381
Bregenser, Heather	98,275
Bremner, Kelli	67,677
Brenzil, Marlene	76,368
Bresciani, Allison	85,212
Brezinski, Lori	50,183
Brian, Daniel	80,077
Briand, Sandra	58,423
Bridger, Lisa	50,363
Briere, Bonnie	90,113
Briere, Celeste	104,188
Brighton, Erin	86,943
Brignall, Lorae	88,025
Brin, Jolyn	84,354
Brisbois, Elva	100,254
Brisebois, Desiree	90,652
Britt, Christina	89,516
Brittner, Lindsay	75,634
Brittner, Natalie	55,553
Britton, Debra	74,700
Britton, Jeannette	68,369
Britton, Karen	72,891
Britz, Jenny	65,739
Broadfoot, Blair	106,216
Brochu, Angela	70,847
Brochu, Mark	91,064
Brocklehurst, Randie	62,609
Brockman, Anita	78,337
Brockman, Shannon	82,050
Brodersen, Stephanie	87,752
Brodt, Jody	67,967
Brolund, Roxanne	68,185
Brolund, Trudy	68,973
Brooks, Denise	108,784
Brooks, Tracy	51,691
Brookshire, Michael	60,518
Brossart, Cory	97,703
Brotzel, Susan	76,109
Broughton, Marlene	78,738
Brown, Amelia	51,622
Brown, Brenda	51,907
Brown, Corrinne	96,937
Brown, Jessica	76,668
Brown, Julie	50,896
Brown, Ramona	74,248
Brown, Shauna	64,390
Brown, Siobhan	53,184
Brownlee, Dianne	99,736
Brubacher, Mary	116,680
Bruce, Colleen	68,968
Bryant, Lenore	106,522
Brydon, Daniel	75,354
Bryson, Genevieve	128,867
Buchan, Nancy	92,999
Buchanan, Linda	118,688
Buchholz, Marc	124,600
Buck, Curtis	51,141
Buckingham, Kimberlee	75,295
Buckoski, Mary	78,829
Budd, Hazel	50,864
Budd, Megan	72,269
Buddecke, Judith	95,752
Bueckert, Devin	102,476
Bueckert, Kimberly	79,546
Buemio Campbell, Cecilia	143,518
Buen, Caroline	115,989
Buenavista, Rosemarie	90,695
Buendia, Johanna	120,099
Bueno, Janet	69,040
Bueno, Kathlene	100,392
Buergel, Robyn	76,825
Bugoy, Kristyn	99,448
Bugoy, Sarah	58,876
Bugyi, Shari	79,680
Buhler, Tracy	93,581
Bunce, Charlene	97,246
Bundus, Kareen	53,523
Bunker, Johnathan	101,216
Burak, Leanne	50,347
Burant, Colette	104,478
Burant, Denise	59,485
Burant, Rodney	83,402
Burchi, Melissa	66,890
Burechailo, Della	63,468
Burgess, Janice	81,331
Burgess, Susan	96,034
Burkitt, Shannon	184,440
Burla, Tamara	102,837
Burnay Vaags, Gisele	89,451
Burnett, James	66,355
Burns, Michele	66,418
Burns, Raelynn	88,995
Burns, Sarah	85,916
Burritt, Jennifer	68,023
Burton, Amanda	74,328
Burym, Roxane	68,268
Busby, Camille	75,435
Busch, Delanna	79,687
Busch, Lynne	80,658
Busch, Michelle	59,858
Butalid, Ivy	79,115
Butler, Erin	62,571
Butler, Karen	102,195
Butler, Lindsay	104,874
Butz, Colleen	54,763
Butz, Dawn	81,762
Butzelaar, Zoe	71,229
Buzash, Candace	93,679
Buzash, Robert	88,896
Buziia, Dora	106,353
Cabacungan Ecim, Clarina	107,288
Cabigon, Enrico	445,258
Caburao, Crystal	106,089
Caburao, Olivia	110,937
Cadrin, Marie	52,882
Cain, William	97,273
Cairns, Lisa	105,682
Caladiao, Cherissa	94,105
Calamba, Amparo	147,515
Calcraft, Susan	102,415
Calder, Dawn	162,412
Caleval, Robert	76,743
Calhoon, Brittany	69,469
Calhoon, Mae	109,423
Calland, Bree	85,421
Callum, Marilyn	89,887
Calvin, Jennifer	61,525
Camara, Clorinda	55,315
Camba, Anicia	65,033
Cameron, Bonnie	110,437
Cameron, Faith	100,686
Cameron, Jay	66,140
Cameron, Katherine	99,866
Cameron, Pamela	90,376
Cameron, Tina	102,212
Camins-Olmstead, Jocelyn	97,809
Campbell, Brenda	82,050
Campbell, Gordon	69,536
Campbell, Jessica	70,196
Campbell, Lisa	71,270
Campbell, Tina	66,757
Campbell, Tyler	84,165
Canham, Krista	65,159
Canning, Kimberley	73,932
Cannon, Cheryl	52,038
Cano, Laura	99,213
Caragata, Cindy	88,442
Carasig, Daisy	101,899
Card, Ruth	61,605

Appendix D: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Cardwell, Kenneth	86,380	Chamberlin, Lisa	107,857	Clark, Jamie	99,797
Cargill, Brad	91,064	Chambers, Holly	65,595	Clark, Larry	78,289
Carlson, Amy	54,852	Chamney, Hali	131,374	Clark, Lesley	91,412
Carlson, Andrea	50,205	Chan, Michael	75,180	Clark, Rhonda	64,189
Carlson, Cheryl	93,360	Chan, Samdaye	76,680	Clarke, Jacquelyn	82,961
Carlson, Ed	67,729	Chapman, Brenda	104,541	Clarke, Janelle	61,773
Carlson, Lorri Ann	153,498	Chapman, Julie	74,584	Clarke, Renee	83,094
Carlson, Maria	83,250	Chapple, Alan	153,498	Clarke, Sheryl	87,019
Carlson, Stephanie	114,207	Chard, Erin	79,744	Clarke, Tina	77,883
Carlson, Teresa	160,602	Chard, Stephen	80,938	Clarke, Yvonne	54,657
Carman, Chris	66,607	Charette, Brenda	83,961	Clarkson, Tracy	117,288
Carney, Jerrilyn	75,415	Charles, Jennifer	50,040	Classen, Michelle	52,848
Caro, Josephine	75,411	Chartier, Lanaya	111,792	Claude, Robyn	61,919
Caron, Tiffany	97,512	Chasse, Bonnie	51,416	Clauson, Kristin	100,569
Carr, Gary	64,665	Chaykowski, Kim	66,201	Clay, Adeline	85,215
Carr, James	61,616	Checa, Aleenor	64,442	Clay, Jack	50,969
Carr, Lee Ann	91,064	Checkley, Brian	59,578	Claypool, Shannon	111,034
Carr, Lisa	81,795	Chen, Shan	108,458	Cleggett, Janet	65,723
Carr, Michelle	80,667	Chernick, Christina	87,410	Clelland, Dana Lu	79,877
Carrell, Dawna	76,259	Chernoff, Amy	81,359	Clement, Loreen	96,279
Carreon, Jeniffer	51,204	Chesko, Delee	68,040	Clemmensen, Jolene	74,823
Carroll, Kathy	83,639	Chesters, Patricia	86,025	Clews, Krystal	106,536
Carson, George	285,881	Chestney, Sherry	74,816	Cloutier, Andrea	71,684
Carson, Kelly	67,164	Chevalier, William	76,794	Clow, William	50,268
Carson, Ramona	83,191	Chew, Foong	75,281	Clutton, Shane	67,139
Carter, Caitlin	59,213	Chicoose, Delmar	63,827	Coates, Anna	96,845
Carter, Crista	82,050	Chicoose, Joylynn	58,097	Coates, Nancy	132,160
Carter, Lerissa	75,362	Ching, Nancy	105,125	Coates, Rosemary	71,018
Carteri Bitz, Francesca	96,185	Chisholm, Joanna	105,673	Cobbledick, Bev	71,802
Carton, Dayna	69,963	Chomyn, Terry	99,797	Coburn, Ronald	82,868
Carton, Susan	94,163	Chorney, Peggy	65,375	Cochrane, Shelley	76,229
Cartwright, Colleen	82,238	Chow, Arnold	70,762	Code, Barbara	87,136
Carubio, Ruth	122,207	Chowdhury, Ashraful	63,382	Coderre, Haley	69,561
Carvell, Leona	92,311	Chrispin, Victoria	59,761	Coderre, Terri	97,019
Case, Victoria	92,270	Christensen, Tamara	110,790	Cody, Kim	55,046
Casemore, Chris	108,955	Christmann, Alison	73,881	Coels, Michelle	59,381
Casemore, Janel	109,825	Christoph, Valerie	92,089	Colclough, Maureen	72,534
Cash, Kathy	50,264	Christopherson, Catherine	75,656	Cole Sebastian, Valerie	77,896
Castillo, Emma	53,489	Christopherson, Clifton	64,822	Cole, Kendra	97,006
Caufield, Lana	90,643	Christopherson, Kim	73,057	Coles, Kathie	91,041
Cavan, Janine	69,138	Chrusch, Wendy	295,332	Collins, David	91,064
Cave, Christopher	100,261	Chubak, Suzanne	52,389	Collins, Kristin	71,910
Cavers, Stephanie	118,367	Churchman, Carol	121,713	Collins, Trudy	52,996
Cayabyab, Almerante	111,513	Churko, Donna	112,697	Comeau, Jessica	64,557
Cayari, Necita	93,734	Chursinoff, Charlene	77,966	Comrie, Kim	67,658
Cazakoff, Jaime	77,268	Cibart, Janice	91,518	Concha, Trecerio Marco	91,435
Cazakoff, Sharon	106,198	Cichocki, Laura	50,784	Conrad, Marcie	63,291
Cerato, Janice	88,874	Cielo, Aida	101,750	Constantino, Eleonor	105,753
Cerato, Jeff	50,205	Ciortan Schurko, Sharon	50,205	Contreras, Gisela	54,091
Chabot Baker, Jeanne	86,523	Clamor, Corazon	55,300	Conway, Saralyn	67,317
Chakua, Emily	60,780	Clark Downton, Cynthia	66,530	Cook, Andrea	91,606
Chamberlin, Lindsay	81,936	Clark Musschoot, Melissa	92,906	Cook, Desiree	82,398

Appendix D: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Cook, Laurie	73,326	Crump, Irene	53,473	Daradich, Byron	58,101
Cook, Stephanie	116,943	Cruz Paraiso, Myrna	55,240	Darjes, Paulette	63,453
Cooke, Ashlyn	72,064	Cruz, Jennipher	112,534	Dash, Tessa	56,052
Coomaran, Vettivelu	69,632	Csoke, Tricia	66,482	Dauncey, Jennifer	108,038
Coombs, Leann	65,370	Csudom, John	65,790	Dauphinais, Cori	82,797
Cooney, Duddow	101,385	Cuddington, Terry	57,466	Dave, Shiv	73,079
Coons, Pamela	102,413	Cudmore, Margaret	67,759	Davidowich, Lorrie	132,932
Cooper, Christina	67,784	Cuello, Alex	51,654	Davidson, Cathy	99,320
Cooper, Daniel	102,990	Culig Dalziel, Jasmin	65,846	Davidson, Vivian	179,372
Cooper, Lisa	52,930	Culig, Ernesto	88,679	Davies, Karen	74,338
Cooper, Lucinda	50,708	Culig, Glory	153,232	Davies, Valerie	79,712
Cooper, Ronald	93,069	Cullen, John Paul	153,498	Davis, Nora	65,973
Copeland, Shannon	54,260	Culling, Carla	96,782	Dawn, Brandi	61,870
Copeman, Kenneth	56,974	Cullins, Joan	55,685	Dawson, Lorna	94,466
Cordick, Megan	51,654	Currie Noble, Jill	72,944	Day, Christine	109,425
Corley, Stacy	59,568	Currie, Linda	56,398	Day, Edward	105,504
Corscadden, Wendy	69,974	Currie, Lisa	59,734	Dayne, Jacquelen	146,243
Cortes Santos, Karen Mae	107,322	Currie, Lynne	153,068	De Castro, Sienna Angeli	104,148
Cortes, Stacey	84,708	Currie, Marjorie	87,255	De Guzman, Jenny	113,500
Cossette, Marlee	50,583	Currie, Nicolle	118,902	De La Cruz, Vincent	111,439
Costron, Stephanie	72,215	Curry, Glenna	118,093	De Los Reyes, Sonia	161,680
Cote, Shannon	94,027	Curtis, Deborah	115,714	Dean, Erlinda	60,997
Coulson, Carla	52,404	Curtis, Patricia	74,106	Dean, Valerie	67,584
Coulter, Bill	93,839	Curtis, Rob	83,995	Debesai, Michael	55,011
Coulter, Cindy	63,844	Curts, Ashley	79,034	Decem, Naw Paw	61,251
Coulter, Jessa	63,345	Cushway, Danae	61,154	Deck, Gordon	65,469
Coulthard, Denise	67,910	Cuthill, Kassandra	67,761	Deck, Heather	79,359
Coulthard, Maureen	105,160	Cwynar, Chris	96,564	Deck, Melinda	97,231
Counios Gane, Aikaterina	84,086	Cyr, Lisa	60,502	Decorby, Bonny	56,693
Courtney, Jacci	64,690	Cyr, Nicole	90,795	Decosmo, Carla	84,106
Coutts, Leah	67,512	Cyr, Tammy	64,081	Decoste, Jessie	67,281
Covert Ruttenber, Laurie	67,339	Czmuchalek, Alysia	53,792	Deets, Barbara	96,311
Cowan, Shannon	86,539	Daaza, Rosemary	86,710	Defelipe, Richel	63,723
Cozman, Shelley	56,220	Dabao, Cherrylyn	102,874	Degroot, Julie	69,113
Craig, Angeline	90,818	Dabao, Shevie Ann	87,593	Dehmke, Cheryl	76,866
Craig, Dawn	87,755	Dahlgren, Lori	81,117	Deis, Patti	70,071
Craig, Georgina	71,406	Dakiniewich, Lori	69,677	Deiter, Robert	53,308
Cramm, Marlene	68,291	Daku, Bonnie	89,158	Dejaegher, Kali	60,399
Craven, Valorie	96,179	Dale, Rheanna	63,032	Dejong, Jane	50,512
Crawford, Judy	69,116	Dallaire, Danielle	81,335	Dela Cruz, Lesley Ann	102,468
Crawford, Kathleen	56,735	Dally, Katherine	113,745	Dela Cruz, Nilo	124,716
Creurer, Jeanne	70,091	D'Almeida, Donna	99,245	Delaforest, Irene	70,004
Criton, Vanessa	68,145	Dalrymple, Megan	79,138	Delainey, Linda	101,662
Crittenden, Shirley	102,552	Daly, Jason	69,725	Delorme, Ivy	52,006
Crookshanks, Carolyn	65,998	Dancsok, Marie	79,620	Delorme, Marvin	68,973
Cross, Beverley	78,924	Daniar, Katie	68,336	Delsnider, Allison	81,565
Cross, Bryan	104,840	Daniels, Michelle	75,206	Demeray, Amy	74,970
Cross, Treena	91,064	Danielson, Carla	76,349	Demeria, Anne	101,733
Crossley, Laurie	86,605	Danylczuk, Mike	83,674	Demerse, Vicki	82,050
Crowe, Nanciann	60,202	Danyliw, Brian	118,092	Deminchuk, Kimberley	71,953
Crowley, Kate	70,761	Danyliw, Carol	59,556	Dempsey, Charlene	71,596
Crozier, Margaret	95,144	Dappay, Carina	112,356	Demyen, Alisha	76,019

Appendix D: Payee List

Individual	Payment
Deneve Brockett, Daniel	67,255
Deneve, Dominika	50,149
Denham, Jocelyn	54,933
Denham, Kristen	88,699
Denham, Terence	64,759
Dentremont, Andre	90,320
Deogaygay, Janice	97,935
Depeel, Whitney	83,429
Derby, Katherine	66,848
Derbyshire, Karrie	56,174
Deregowski, Andrea	61,231
Deren, Mary	58,627
Derksen, Caroline	93,472
Derow, Melissa	57,205
Desjardins, Annette	77,576
Desjarlais, Elise	68,034
Desjarlais, Tyler	62,651
Desnomie, Doreen	66,179
Desnomie, Harry	91,064
Desorcy, Danielle	68,151
Desrochers, Miranda	91,120
Desrosiers, Bernard	71,059
Detiquez, Ronaldo	119,239
Deutsch, Lesley	67,298
Devaraj, Ramachand	534,192
Devreese, Kayla	64,640
Dew, Cheryl	106,364
Dewald, Connie	94,833
Dewar, Keith	325,793
Dewar, Kimberly	68,394
Dewitt, Kathryn	68,323
Deydey, Kimmberly	91,413
Dhaliwal, Harpreet	53,751
Dhaliwal, Mohinder	67,959
Dhaliwal, Pushpinder	57,601
Dhami, Sukhdeep	64,006
Dhesi, Sarbjit	53,883
Dhillon, Kam	135,641
Di Paolo, Giustina	84,872
Di Paolo, Leila	72,836
Dickie, Crystal	78,385
Dickie, Kim	88,850
Dickie, Stephen	115,945
Dickin, Tamara	98,734
Dickson, Diane	60,074
Dickson, Karen	101,171
Didyk, Danielle	71,964
Diehl, Brenda	80,425
Dielschneider, Pat	75,063
Dielschnieder, Lynne	84,156
Diener, Tania	332,732
Diewold, Lisa	74,988
Diewold, Shauna	74,176
Dima, Anda	91,183
Dimaano, Maria Analiza	98,893
Dimond, Jory	83,085
Dingle, Courtney	54,616
Dix, Vanessa	97,470
Dixon, Lana	73,919
Dixon, Laura	52,483
Dixon, Wendy	106,358
Dizon, Emmanuel	52,541
Dizy, Jacquelin	123,664
Dmyterko, Myles	83,066
Dmyterko, Sylvia	97,798
Dmytriw, Jennifer	83,181
Dmytriw, Pamela	101,856
Doan, Pamela	76,060
Dobra, Sandra	84,028
Dobranski, Bonnie	68,193
Dobson, Joy	61,974
Dockendorff, Teresa	57,316
Doering, Frances	53,754
Doerksen, Korin	55,121
Doerksen, Norma	77,932
Dohms, Timothy	51,030
Dolha, Lloyd	85,170
Dolor, Jacqueline	95,523
Domokos, Jessica	77,281
Donald, Angela	90,689
Donald, Heather	91,064
Donaldson, Tanya	50,379
Dong, Cindy	82,050
Donison, Jennifer	92,625
Donison, Milena	88,175
Donison, Rebecca	75,234
Donnelly, Edna	73,783
Donnelly, Jo Anne	99,070
Donnelly, Mellissa	116,646
Donohue, Audrey	61,683
Donst, Lesley	75,731
Dornstauder, Kenneth	98,982
Dorsch, Meghan	87,993
Dosdall, Cheryl	92,330
Doucette, Danielle	84,451
Doucette, Rebecca	90,037
Doughty, Patricia	50,240
Douglas, Adrienne	58,249
Doutkevitch, Irena	58,299
Dovell, Margaret	82,135
Downey, Scott	85,421
Downs, Larissa	78,093
Downton, Michelle	103,143
Drackett, Nancy	84,914
Dragan, Nicole	97,427
Drake, Peggy	92,661
Dreger, Nicole	60,711
Dreher, Amanda	50,193
Dreher, Annemarie	81,809
Dreher, Julie	86,599
Dribnenki, Carolyn	93,605
Driediger, Crystal	73,285
Droder, Danielle	97,448
Drummond, James	111,852
Dubey, Gaurav	71,226
Dubin, Michelle	52,743
Dublanica, Tricia	67,438
Dubois, Brenda	81,434
Duchak, Catherine	61,533
Ducharmie, Tricia	71,784
Duff, Afton	93,043
Dugal, Amber	73,553
Dugas, Sarah	59,947
Dujardin, Cheri	50,864
Duke, Bradley	58,923
Duke, Cheryl	89,572
Duke, Meghan	94,187
Dulong, Ivy	68,933
Dumas, Denita	107,137
Dumonceaux, Theresa	71,867
Dumont, Edgar	55,632
Dumont, Loreen	81,082
Dumont, Zachary	111,639
Duncan, Jacqueline	60,455
Duncan, Shannon	65,734
Duncan, Tessa	108,120
Dunfield, Vera	103,557
Dunford, Lynette	95,414
Dungca, Nova	136,543
Dunkeld, Diedre	79,762
Dunlop, Kim	108,880
Dunphy, Corry	75,083
Dunville, Deanna	114,940
Dunville, Nicole	85,853
Duong, Tu	112,397
Dupont, Heidi	88,632
Dupperon, Scott	50,312
Durack, Leanne	60,028
Durand Ray, Nanette	51,404
Dureau, Crystal	74,940
Dureault, Gloria	60,872
Dusselier, Lindsay	92,366
Dussion, Misty-Dawn	53,143
Dusterbeck Colhoun, Tammy	106,961
Dusyk, Bradley	72,144
Dutchak, Kristin	102,431

Appendix D: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Dvernichuk, Ranel	69,949	Engel, Linda	81,321	Famulak, Jackie	101,363
Dyck, Darla	114,499	Engel, Patricia	118,670	Farkas, Lynnmarie	71,035
Dyer, Deborah	88,061	Engele, Carla	86,910	Farmer, Carol	74,748
Dyke, Pamela	102,601	Engele, Kathleen	110,294	Farnell, Sheila	75,126
Dzuba, Mandi	50,848	Engele, Ruth	53,646	Farrell, Ashley	59,985
Ealey, Dianne	56,903	Engen, Katherine	131,620	Farrell, Grace	103,551
Earle, Kimberley	70,672	English, Darcy	108,872	Farrow, Jillian	102,065
Earnshaw, Karen	199,575	English, Toby Kay	61,514	Fauchon, Michelle	97,471
Earnshaw, Theresa	92,967	Enmark, Sherry	106,801	Faulkner, April	89,847
East, Lori	96,274	Enns, Adine	74,605	Fay, Christopher	94,490
Eastuke, Louisa	53,213	Ens, Cindy	91,155	Faye, Rachel	93,895
Eberle, Janet	83,423	Entner, Darren	82,249	Fedec, Jacquline	125,944
Eberle, Mandy	68,138	Entz, Teresa	61,763	Federko, Marion	78,308
Eberlein, Shanti	69,692	Erhardt, Ashly	95,882	Fehr, Wendy	98,050
Eberts, Tanya	50,197	Erhardt, Jolene	77,910	Feil, Shauna	83,751
Ecklund, Nicole	85,136	Erickson, Heather	63,384	Felskie, Angela	92,639
Edgar Cozine, Shelly	127,830	Erickson, Jennifer	104,725	Fennell, Susan	58,038
Edge, Linda	105,271	Erickson, Judith	87,360	Ferguson, Janet	92,433
Edgerton, Jordan	89,656	Erickson, Sarah	93,987	Ferguson, Joan	60,414
Edmands, Carol	94,244	Erixon, Lindsey	69,440	Ferguson, Sheila	100,691
Edmands, Jeff	101,354	Erman, Connie	83,565	Fesciuc, Jennifer	77,992
Edmands, Laura	82,866	Ermel, Rebecca	110,760	Fesciuc, Kimberley	90,274
Edwards, Colleen	117,874	Eros, Hazel	79,785	Feser, Janice	76,535
Edwards, Joanne	83,425	Escanlar, Anabellee	63,122	Fesser, Renee	77,001
Edwards, Kristopher	54,688	Escobarte, Michael	50,291	Fesyk, Alisha	66,209
Egeto, Kyle	96,253	Escott, Susan	105,791	Fetalino, Mark Anthony	106,234
Ehman, Breanne	51,338	Esguerra, Arnold	101,757	Fetch, Bobby	60,192
Ehrlich, Victoria	107,265	Espenell, Gaye	89,516	Fetch, Krista	50,864
Ehrmantraut, Donald	133,654	Espinosa, Eilene Mae	96,651	Fetter, Katherine	94,389
Eichhorst, Helga	89,201	Essien, Benjamin	67,610	Fichter, Kim	73,355
Eisnor, Brendan	74,325	Estacion, Raquel	120,494	Fidierchuk, Jana	79,661
Ekdahl Johnston, Allison	73,297	Estioco, Joseph	97,222	Fidler, Bozena	56,804
Eklund, Kayla	68,095	Eugenio, Jeffrey	57,598	Fidler, Mariusz	64,962
El Kelani, Marry	58,989	Eugenio, Thea Myra	56,269	Field, Cathy	69,904
Eley, Maureen	74,010	Euraoba, Cecilia	70,564	Field, Susan	92,122
Eliason, Jennifer	70,364	Euraoba, Daryl Marie	66,934	Fifi, Mitchell	73,407
Elkew, Jada	74,138	Euteneier, Sandra	153,498	Filippi, Crystal	83,757
Ell, Grettalyn	153,498	Eva, Maureen	82,538	Filippi, Shelly	108,117
Ell, Sandra	95,009	Eva, Wilda	62,038	Fillmore, Karen	80,254
Ell, Tawndra	50,736	Evans, Julia	64,341	Finch, Jodi Lin	69,389
Elliott, Heather	100,584	Evans, Leah	93,422	Findlay, Cyndy	85,490
Ellis, Carla	96,331	Ewanchuk, Adrienne	69,179	Findlay, Jennifer	113,366
Ellis, Lauren	81,779	Ewart, Amy	72,994	Findlay, Ronalee	84,313
Ellis, Sharon	79,841	Ewart, Brian	60,999	Fingas, Gloria	64,612
Ellis, Tracey	119,658	Faal, Darla	72,796	Fink, Barbara	64,013
Ellis, Yvonne	53,602	Fadare, Deborah	148,570	Fink, Carla	76,317
Elpa, Maria Else	52,349	Fahlman, Joann	65,277	Fink, Wendy	92,777
Elton, Candice	90,545	Faires, Meredith	69,511	Fiorante, Connie	102,195
Eluwa, Michael	61,356	Faizali, Nahid	53,998	Fischer, Chandra	68,751
Emeke Okere, Elizabeth	76,384	Falana, Ayorinde	70,552	Fischer, William	100,759
Emery, Alison	90,047	Falconer, Jacey	77,513	Fiset Brezinski, Gisele	86,295
Engel, Keith	65,454	Falk, Lisa	75,481	Fisher Phillips, Heidi	91,064

Appendix D: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Fisher, Danielle	65,742	Fraser, Bart	68,238	Gane, Jaclyn	66,934
Fisher, Lea	53,364	Fraser, Holly	77,502	Garchinski, Lori	149,644
Fisher, Monique	131,028	Frass, Connie	125,976	Garcia, Catherine	95,725
Fishley, Melissa	55,044	Fraynak, Joanne	103,290	Garcia, Janelle	56,544
Fitzgerald, Jean	97,878	Fredlund, Jennifer	77,332	Gardikiotis, Tracy	80,166
Fitzgerald, Jeremiah	102,195	Freeman, Joanne	186,142	Gardiner, Earl	79,182
Fitzsimmons, Donald	76,140	Freeman, Karol	84,105	Gardner, Linda	85,638
Fizzard, Andrea	78,595	Frei, Joanne	73,028	Garnsey, Nicole	85,096
Fizzard, Sheldon	82,074	Freiheit, Karen	111,277	Garratt, Nancy	94,251
Flaman, Esther	68,051	French, Karen	50,864	Garratt, Sharon	153,541
Fleece, Jason	70,690	Frier, Debbie	85,680	Garstin, Connie	97,291
Fleischman, Chuck	60,031	Friesen, Della	93,322	Garven, Terri	102,372
Fleming, Shalon	75,362	Friesen, Gregory	65,362	Gasper, Jennifer	92,006
Flengeris, Helen	82,984	Friesen, Wendy	76,089	Gate, Melissa	85,370
Fletcher, Rhonda	89,779	Frisko, Jacquelyn	54,398	Gates, Kelsey	67,981
Floccari, Sabrina	67,371	Fritz, Lola	86,675	Gatin, Sarah	85,355
Flood, Ramona	95,738	Froehlich, Jason	101,127	Gattinger, David	53,351
Florek, Leanna	85,623	Froehlich, Shayla	66,763	Gaudio, Colleen	50,864
Flores, Karen Kayle	110,035	Froh, Lori	92,729	Gauthier, Debbie	167,476
Flowers, Barbara	102,615	Frohlick, Jill	63,322	Gavel, Ryan	73,413
Focht, Robin	87,297	From, Sandra	104,840	Gay, Caitlin	67,268
Fohr, Chris	111,011	Frombach, Kristin	73,991	Geall, Bonnie	104,120
Foley, Jodi	95,053	Fromm, Linda	51,844	Gebhart, Deanna	92,068
Folgering, Ilsa	83,435	Fry, Brenda	85,421	Gebregiziber, Liya	58,357
Folgering, Tina	78,356	Fry, Stacy	56,215	Gedala, Mary	81,130
Folk, Maria	110,481	Fuchs, Brenda	65,357	Gee, Nathan	68,230
Folk, Ronald	114,212	Fuchs, Dennaye	88,991	Geis, Kristina	85,029
Folk, Tammy	62,182	Fuchs, Dwayne	54,771	Gelowitz, Denise	113,883
Forbes, Heather	104,221	Fuchs, Stacy	88,064	Gelsanao, Keith	55,441
Forer, Lindsey	98,120	Fuerte, Jaemie Rae	114,186	Gementiza, Mariel	84,467
Forman, Sheila	96,682	Fuhro, Heather	73,212	Genoves, Gilma	69,433
Fornwald, Amanda	65,726	Funk, Tara Lee	102,693	Genoves, Wilbert	103,577
Fornwald, Elizabeth	77,931	Funke, Annamarie	97,671	Gentles, Shirley	105,792
Forrest, Melissa	70,048	Funke, Sarah	86,630	George, Alexa	77,693
Forsberg, Peggy	87,003	Furman Pelzer, Susan	99,281	George, Monique	75,997
Forshner, Ruby	93,760	Gabel, Grant	89,351	George, Tricia	79,442
Fortin, Denise	50,416	Gabel, Leslie	106,853	Geran, Barbara	53,741
Fossum, Tiffany	51,300	Gabora, Balynda	95,215	Gerard, Mary	51,491
Foster, Christopher	54,399	Gaboury, Adele	55,457	Gerber, Victoria	97,082
Foster, Monica	83,166	Gabriel, Alice	79,567	Gerbrandt, Shelley	73,615
Foster, Stephen	86,136	Gabriel, Melissa	110,166	Gerein, Ruth	87,470
Foulston, Nicole	79,004	Gabriel, Robyn	67,213	Gerhardt, Brenda	73,357
Fox Tittle, Julianne	61,933	Gackle, Patricia	93,655	Gerhardt, Theresa	87,457
Fox, Colleen	63,067	Gadica, Sandra	85,196	Germaine, Sandra	100,263
Fox, Marina	54,237	Galger, Colleen	73,357	Gerrard, Shirley	50,025
Francis, Dev	110,069	Galger, Jade	87,786	Gessell, Mickey	113,899
Francis, Karen	66,609	Gallagher, Roxanne	73,172	Gessner, Dusten	85,373
Francisco, Jane	100,560	Gallais, Leandre	90,255	Gettis, Jennifer	64,788
Francisco, Lucila	90,953	Gallais, Nicole	68,829	Gettle, Peggy	76,144
Frank, Alyssa	71,371	Galloway, Sheldon	50,205	Getz, Alice	80,084
Frank, Denice	50,728	Gammel, Leanne	69,622	Getz, Bradley	52,782
Frank, Leah	71,144	Gan, Xiao Juan	59,740	Giannetta, Toni	72,255

Appendix D: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Giannini, Savanna	71,848	Gonzales, Marlon	107,811	Greene, Verla	97,316
Gianoli, Patricia	51,419	Good, Brenna	83,695	Greenwood, Kent	78,047
Gibbons, Jenny	70,746	Goodtrack, Jacquelin	67,048	Greenwood, Pat	100,103
Gibbons, Katherine	94,622	Gordon, Crystal	67,864	Gregoire, Barbara	61,354
Gibbs, Christina	82,057	Gordon, Janelle	82,418	Gregory, Jemma	64,981
Gibney Hawerbier, Nicole	57,244	Gordon, Lindsay	74,925	Gregory, Laura	96,157
Gibney, Kim	54,235	Gordon, Lorelei	50,165	Greschuk, Sandra	75,722
Gibson, Cathy	95,136	Gordon, Robert	112,974	Gress, Penelope	68,019
Gibson, David	81,478	Gorectke, Kathryn	68,477	Gretchen, Monica	76,773
Gibson, Jeff	126,954	Gorin, Valerie	93,083	Griffin, Carolyn	77,637
Gibson, Lynann	56,589	Gorkoff, Tonya	67,901	Griffin, Denise	82,071
Gibson, Norleen	55,744	Gorman, Amber	98,326	Griffiths, Tara	94,132
Giebel, Shelley	104,307	Gorman, Nada	86,725	Grigg, Karlee	81,012
Gieg, Brian	82,826	Gorman, Suzanne	58,028	Grills, Gloria	56,747
Gieni, Shawna	65,679	Gormican, Wendy	51,644	Grimard, Cindy	76,232
Gieni, Shirley	57,085	Gorrill, Faye	74,874	Grismer, Dana	98,026
Giesbrecht, Colin	103,366	Gotchia, Guylaine	149,182	Grobowsky, Kerri	76,352
Giese, Sydney	74,458	Gotoc, Menardo	73,482	Grohs, Ashley	93,124
Giesinger, Katherine	72,123	Gottfried, Joanne	54,455	Grohs, Trina	85,633
Giesinger, Shawna	103,245	Gottselig, Anita	95,390	Gronhovd, Wanda	79,608
Gil, Kimberly	113,410	Gottselig, Darryl	73,640	Grose, Frankie	59,198
Gilbert, Jennifer	99,445	Goud, Bonnie	68,221	Grose, Jenna	80,200
Giles, Penny	108,109	Gould, Tracy	73,302	Gross, Alexandra	88,248
Gilewicz, Cynthia	54,297	Gourley, Brooke	74,045	Gross, Linda	102,639
Gilewicz, Eileen	96,227	Graessli, Dea	82,476	Gryschuk, Paul	60,054
Gill, Shirley	56,284	Graf, Jennifer	89,065	Guansing, Alistair	121,238
Gillert, Alicia	69,082	Graham, Arlene	103,929	Guenther, Sharon	79,835
Gilliss, Sarah	72,514	Graham, Christina	78,630	Guenther, Zonia	69,714
Gimeno, Honeyleth	88,944	Grainger, Christina	96,106	Guenzel, Suzanne	95,710
Giroux, Kristin	75,729	Grammatico, Dino	552,899	Guerra, Fernando	76,497
Githegi, Nicole	50,364	Grandel, Contessa	55,602	Guiao, Andrea	70,903
Glabus, Shelley	67,106	Grandel, Kendra	50,065	Guingab, Elinore	98,223
Glas, Shannon	93,902	Grane, Heather	103,508	Gulka, Suzanne	117,593
Glasser, Carol	114,291	Granello, Marco	81,714	Gumban, Avelino Jr	137,226
Glasser, Monica	63,676	Granger, Kaitlin	75,426	Gummeson, Mary Ellen	77,711
Glendenning, Lorraine	75,643	Granger, Morag	115,014	Gunther, Tamara	62,014
Glettler, Marlene	81,743	Grant, Gerri	80,336	Gurskey, Connie	83,807
Glines, Gail	62,564	Grant, Marnie	59,030	Gurski, Penny	108,180
Globa, Maryann	106,025	Grasdal, Patricia	85,992	Gust, Louise	68,361
Gmerek, Renita	97,942	Gray, Audrey	58,593	Gustilo, Andrea	100,605
Go, Arlyn	62,077	Gray, Carolyn	106,292	Gutheil, Jocelyn	124,453
Goddard, Dani	53,174	Gray, Georgina	57,747	Gutwin, Kim	94,947
Godfrey Wall, Crystal	66,032	Greanya, Leonard	54,869	Guy, Melinda	58,716
Godwin, Amanda	82,478	Greaves, Annemarie	109,441	Guy, Sheri	69,016
Goebel, Wendy	64,249	Greaves, Jolene	80,738	Gwilliam, Rosella	97,155
Goetz, Anthony	68,252	Grebinsky, Cindy Lou	115,395	Gyorfi, Cindy	96,500
Gogal, Shannon	77,684	Green, Andrea	97,570	Gyorfi, Marie Anne	63,921
Gokavi, Christina	87,471	Green, Carla	96,853	Haaland, Daylin	56,340
Goldfinch Dube, Carmen	111,456	Green, Dianne	72,309	Habte, Weyneshet	54,904
Golding Guest, Leanne	73,933	Green, Jennifer	58,733	Hachkewich, Lea	57,205
Golemba, Shirley	64,235	Green, Karen	52,072	Hachkewich, Yvonne	89,320
Gomez, Jugen	118,798	Green, Shelly	52,258	Hack, Celise	78,531

Appendix D: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Hagan, Tracy	95,111	Harkness, Jeanette	70,564	Hebert, Brittny	77,819
Hagen, Naomi	98,182	Harle, Connie	88,474	Hebert, Deanna	84,766
Hagen, Robyn	57,465	Harley, Raylene	70,600	Hedstrom, Brent	52,115
Hagerty, Tamara	58,199	Harmer, Jack	80,899	Heebner, David	86,023
Hagglund, Marlene	90,612	Haroldson, Joyann	89,510	Heenan, Donald	69,725
Hahn, Amanda	63,991	Harper, Catherine	79,141	Heerspink, Brett	55,857
Hahn, Richelle	56,851	Harrietha, Rose	81,081	Hegedus, Beverley	81,472
Haid, Heather	68,963	Harris, Yvonne	98,910	Hegglin, Karen	71,931
Haid, Lori	102,114	Harrison, Heather	103,780	Heiberg, Melody	68,603
Haines, Michael	91,064	Harrison, Ian	91,706	Heidt, Margaret	51,172
Haines, Winnifred	92,406	Harrison, Lorrie	91,246	Hein, Shannon	112,538
Halbgewachs, Maxine	89,991	Harrison, Matthew	69,674	Heinrichs, Menno	93,530
Hale, Barbara	95,573	Harrison, Scott	94,701	Heinrichs, Ronald	62,673
Haley, Shelly	82,174	Harrison, Terry	54,821	Helfrick, Michelle	56,773
Halford, Jacquelin	59,314	Hart, Emily	78,788	Heller, Lacee Jayde	55,036
Haliwyz, Kathleen	60,873	Hartley, Karen	138,387	Helmond, Dan	65,490
Hall Galger, Tara	66,365	Hartley, Laurie Anne	89,334	Hembroff, Margaret	63,014
Hall, Collette	127,900	Hartley, Teresa	82,050	Hembroff, Markie	78,532
Hall, Darla	118,969	Hartman, Carla	86,783	Hemm, Sheree	78,815
Hall, Leanne	54,172	Hartman, Maria	70,711	Hendrickson, Brenda	154,652
Hall, Shirley	68,456	Hartman, Valorie	83,215	Hengen, Jeanette	96,784
Halladay, Amanda	74,133	Hartness, Collin	107,409	Henley, Jean	51,057
Hallborg, Ashley	64,942	Hartney, John	104,840	Henneberg, Patricia	104,066
Halldorson, Hallie	73,303	Hartwell, Randi	98,424	Hennink, Maurice	252,442
Haluik, Alana	75,631	Harty, Carolyn	99,490	Henricksen, Rosemary	82,292
Halyk, Joanna	75,765	Harty, Tanya	77,192	Henrion, Karen	66,954
Ham, Sharon	63,273	Harty, Wayne	59,046	Henry, Doris	96,849
Hamelin, Paula	68,530	Harvey, Ella	91,545	Henry, Lana	90,426
Hameluck, Paul	116,398	Hashem, Shannon	69,767	Hepting, Carol	69,589
Hamill, Paul	73,093	Hashimi, Samira	82,132	Hepworth, Shelley	76,956
Hamilton, Amy	88,527	Hassman, Breanne	58,034	Herasymuik, Elaine	60,086
Hamilton, Kieran	90,174	Hastings, Nadine	63,600	Herbert, Tamara	68,323
Handoc, Thea Marie	61,094	Haubrich, Georgena	65,628	Herbison, Sherry	86,231
Hango, Valerie	66,797	Haukaas, Barry	90,362	Herczakowski, Leanne	96,471
Hanna, Shari	113,332	Haukeness, Lora	84,055	Herda, Christine	50,559
Hannaford, Nicole	101,336	Hauser, Corina	81,746	Hergott, Cecilia	55,574
Hannah, Rhonda	117,055	Hauser, Jeff	97,064	Herman, Jacquelin	69,214
Hannah, Suzanne	98,493	Hawco, Nicole	76,442	Hermanus, Kim	50,765
Hansinger, Sonia	102,800	Hawes, Cynthia	82,553	Hermiston, Stephanie	65,302
Hanson, Alexandra	90,983	Hawkins, Cynthia	88,442	Hernandez, Hennessy	112,709
Hanson, Brenda	112,597	Hawkins, Pamela	114,198	Hernani, Xyzary	113,413
Hanson, Julia	60,482	Hawton, Jaelynn	60,494	Herndier, Crystal	73,574
Hanson, Nancy	78,507	Hayes, Katherine	60,626	Herod, Corey	103,655
Hanson, Nicole	74,425	Hayes, Terra	52,348	Herod, Elizabeth	65,380
Hanson, Rachelle	82,823	Hayter, Carrie	54,948	Herom, Wendy	56,157
Hanson, Trisha	78,149	Hazen, Michelle	98,005	Herperger, Kristy	102,038
Harden, Jennifer	51,989	Hazzard, Brandy	61,854	Herrell, Jessica	66,752
Harder, Brenda	93,817	Head Sabtiu, Helen	66,634	Herzog, Mark	84,815
Harder, Sarah	87,579	Head, Dorothy	71,048	Herzog, Sharla	92,379
Hardy, Bruce	55,058	Heaney, Celeste	99,013	Hesketh, Brittney	53,061
Hardy, Marion	69,875	Heathcote, Jon	74,799	Heuchert, Wendy	69,796
Harker, Kendra	53,557	Hebert, Ann	116,456	Hewitt, Lisa	51,298

Appendix D: Payee List

Individual	Payment
Hewson, Roberta	106,531
Hextall, Denise	85,117
Hextall, Gail	72,555
Heywood, Danae	78,385
Hickey, Jacquelin	105,074
Hicks, Daniel	71,472
Hicks, Roy	69,673
Hiebert, Brenda	89,929
Hiebert, Nicola	62,121
Hiebert, Orrey	73,970
Higgins, Edward	221,474
Higgs, Stacey	50,246
Hiibner, Linda	62,736
Hiibner, Michelle	61,697
Hill, Carrie	62,257
Hill, Donna	70,029
Hill, Keith	82,787
Hill, Kristie	67,470
Hill, Micheal	79,154
Hill, Shane	73,365
Hill, Sherry	87,967
Hill, Stefanie	70,364
Hill, Trisha	60,698
Hillier, Justin	91,226
Hills, Jodie	64,932
Hipolito, Ana Liza	77,432
Hipolito, Christabella	117,648
Hipolito, Melvin	95,937
Hislop, Jessica	64,332
Hitchcock, Edward	106,091
Hitchings, Kristin	56,067
Hlewka, Jae Lyn	67,594
Hnidek Wilson, Lydia	104,131
Hobbins, Melanie	66,596
Hockley, Elaine	67,004
Hodge, Jacquelin	53,406
Hodges, Rachel	100,290
Hodgson, Gillian	50,261
Hodson, Dellina	89,880
Hodson, Paul	98,062
Hoedel, Kayla	51,009
Hoeflicher, Jean	68,071
Hofer, Sandra	91,939
Hoffarth, Kristin	69,483
Hoffert, Michele	66,150
Hoffman, Christie	91,064
Hoffman, Shelley	99,048
Hoffort, Jordin	86,492
Hogg, Sarah	115,510
Hogg, Shawna	75,918
Holba, Nicole	100,181
Holcomb, Lauren	55,828
Holden, Amy	96,990
Holden, Kathryn	98,196
Holfeld, Sandra	88,665
Holliday, Michele	67,178
Hollinger, Ashley	92,620
Hollinger, Colleen	94,753
Hollinger, Wanda	84,754
Holloway, Lindsay	53,144
Holm, Krista	51,937
Holmes, Heather	97,554
Holmes, Marcia	107,397
Holmstrom, Carol	54,513
Holness, Roland	64,153
Holowatuk, Kayla	94,023
Holt, Shawna	77,497
Holt, Trina	124,468
Hoogeveen, Lance	87,841
Hooker, Cara	141,707
Hooker, Paula	77,697
Hooker, Stacey	106,026
Hooper, Vivian	89,532
Hopfauf, Lori	132,458
Hoppenreys, Celina	58,645
Horbal, Amanda	92,851
Horejda, Natalie	86,886
Hornoi, Denise	65,097
Horse, Lucille	74,344
Horsman, Paulette	136,753
Horvath, Julie	55,393
Horvath, Ken	60,536
Horvath, Lois	95,914
Horvey, Lisa	60,032
Hosaluk, Suzanne	73,079
Hotchen, Marlene	91,290
Hough, Jan	69,276
Hourd, Brooke	67,785
Howat, Henriette	126,865
Howe, Colleen	64,841
Howe, Karen	71,822
Howie, Douglas	74,260
Howie, Naomi	110,454
Howse Lalonde, Brenda	58,679
Hoyum, Jo Anne	54,401
Hozempa, Alissa	66,623
Hrynowetsky, Denice	68,201
Hrynowetsky, Sheldon	94,150
Hubbard, Crystal	51,650
Hubbard, Larry	52,415
Huber Flahr, Charlene	92,399
Huber, Cheryl	50,048
Huber, Dayna	67,244
Huber, Jillian	57,840
Huber, Kristyn	78,316
Huber, Laurel	80,313
Hubic, Nikkoli	59,408
Hubic, Tracy	64,401
Hubich, Fran	81,960
Hubick, Corynn	75,585
Hubick, Murray	111,146
Hubick, Nichole	53,005
Huculak, Debra	76,302
Hudson, Dena	67,907
Huebner, Sheryl	60,220
Hugg, Shauna	93,965
Hughes, Carly	53,980
Hughes, Cynthia	121,940
Hugie, Beata	62,026
Hukee, Tanay	79,076
Hung, Loren	51,811
Hunko, Valerie	221,474
Hunt, Candace	68,168
Hunt, Donna	98,518
Hunt, Kimberley	94,216
Hunter, Nancy	94,106
Hunter-Harms, Robyn	66,747
Hur, Young Ran	77,025
Hussain, Angela	82,391
Hustak, Jon	56,511
Hutcheson, Matthew	68,870
Hutchings Besse, Janice	151,669
Hutton, Amy	63,939
Huys, Deborah	104,817
Hynds, Shannon	91,891
Hysuick, Kerri	81,513
Iannetta, Victoria	88,402
Ibalio, Wenzzy	144,810
Idem, Idi	76,456
Idnay, Denzil	92,196
Idnay, Joan Grace	104,272
Idt, Christie	68,719
Ikert, Katherine	66,116
Ing, Barbara L	81,296
Ingeniero, Rona	69,430
Ingham Petrescue, Carol	63,921
Ingham, Julia	67,867
Ingjaldson, Marjorie	123,495
Ingleby, Joanna	101,220
Ingram, Jamie	87,242
Ingram, Lynne	57,142
Ingrouville, Bonny	50,499
Inkson, Sheryll	118,872
Innes, Heather	107,562
Innes, Jennifer	75,647
Inot, Verna	58,924

Appendix D: Payee List

Individual	Payment
Iqbal, Zahid	81,574
Ireland, Nicholas	63,792
Irvine, Chantelle	91,178
Irving, Adrienne	59,496
Irving, Rebecca	71,261
Isaac, Michelle	103,186
Isaac, Treena	64,751
Isabelle, Natalie	60,220
Issel, Brenda	104,004
Issel, Curtis	97,509
Isted, Cheryl	63,921
Ivanochko, Elizabeth	73,502
Iverson, Paul	100,496
Izumi, Caroline	60,891
Jaarsma, Charissa	67,585
Jackiw, Susan	105,513
Jackson, Andrea	69,910
Jackson, Donna	83,088
Jackson, Elvira	76,474
Jackson, Jeffery	89,399
Jackson, Linda	90,230
Jackson, Marlene	91,201
Jackson, Shannon	121,117
Jacob, Joanne	69,384
Jacobs, Dawn	78,065
Jacobs, Shana	74,426
Jacobson, Shelley	94,797
Jalloh, Bashir	70,887
James, Kate	83,783
Jamieson, Brenda	90,106
Janeczko, Nicole	55,320
Janotta, David	60,103
Janzen Claude, Jennifer	67,011
Janzen, Patti	92,078
Japson, Jhoanna Norie	96,256
Jardine, Jeannette	95,030
Jarikre, Alero	128,118
Jaring, Michael	85,552
Jaworski, Brenda	77,391
Jeannot, Alayna	90,215
Jeannot, Sharon	75,442
Jeena, Vinesh	424,903
Jellow, Mary	94,478
Jendrasheske, Melissa	101,247
Jennett, Steven	76,935
Jennings, Grant	51,065
Jensen, Chris	82,302
Jensen, Karen	70,799
Jeske, Beverly	58,365
Jeske, Winona	101,951
Jessup, Amanda	102,050
Jetto, Lori	88,525
Jewett Curley, Emilie	92,650
Jeworski, Debra	58,306
Jinks, Sarah	78,567
Johannson, Julia	71,628
Johannson, Kevin	67,852
John, Nirmal	51,142
Johns, Amy	54,360
Johns, Brandy	73,102
Johns, Kirby	93,761
Johnson, Amos	62,144
Johnson, Bonnie	63,650
Johnson, Brenda	102,195
Johnson, Dawn	79,768
Johnson, Dawn	100,106
Johnson, Diane	66,105
Johnson, Eleanore	52,198
Johnson, Janis	117,718
Johnson, Karen	64,417
Johnson, Kelsey	61,657
Johnson, Laurie	108,848
Johnson, Pamela Jo	94,058
Johnson, Penelope	64,073
Johnson, Sara	107,903
Johnson, Sherry	102,310
Johnson, Tammy	60,801
Johnson, Vaughn	111,593
Johnston, Heather	51,864
Johnston, Heather	70,318
Johnstone, Corrina	74,891
Joice, Robert	84,678
Jones, Andrea	65,618
Jones, Audrey	52,351
Jones, Danielle	64,381
Jones, Edward	599,314
Jones, Keri Lyn	82,800
Jones, Melissa	80,552
Jones, Natalie	108,262
Jones, Rhiannon	78,727
Jones, Sandra	51,473
Jones, Tricia	104,339
Jonsson, Meranne	96,152
Jordens, Jaime	73,972
Jordheim, Gerald	76,177
Jordison, Cody	79,389
Jorgensen, Dawn	74,866
Jorgensen, Krista	75,415
Jors, Roberta	94,511
Jose, Neena	118,301
Joshi, Sandhya	54,105
Juatco, Mark Gerhard	69,140
Jubenvill, Jana	52,972
Jury, Jessica	61,307
Kabay, Susan	50,864
Kach, Deborah	60,011
Kachaluba, Tamara	107,577
Kaczmar, Jennifer	123,456
Kaedan, Annette	75,266
Kaip, Melissa	50,539
Kaip, Steven	77,581
Kalapesi, Zarin	458,713
Kallichuk, Georgina	56,093
Kambeitz, Shelley	62,605
Kane, Kyra	87,582
Kapell, Annette	70,304
Kapell, William	79,767
Kapp, Allison	74,406
Karchewski, Kailee	56,829
Karchewski, Natalie	56,040
Kardash, Bruce	95,582
Kardynal, Ben	71,244
Kari, Amber	56,781
Karnes, Flo	98,274
Karpa, Deborah	105,224
Karr, Theresa	84,567
Karreman, Willem	102,548
Karst, Karen	75,307
Karton, Brandy	89,323
Karunakaran, Kumudhini	286,019
Karza, Philip	91,064
Katchuck, Jennifer	80,201
Kathol, Erin	80,756
Kathol, Lorna	108,593
Kattler, Donna	64,979
Katz, Adam	100,169
Katzberg, Blaine	102,195
Kaufmann, Alyscia	71,668
Kaufmann, Cindy	61,982
Kaur, Sandeep	61,884
Kaur, Sukhwinder	93,354
Kausar, Rehana	136,920
Kausar, Safina	66,807
Kay, N'Tanis	65,078
Kaytor, Christa	73,667
Kaytor, Jeanette	95,515
Kaytor, Jessica	90,351
Kaytor, Jill	94,337
Kaytor, Rae	92,135
Kaytor, Susan	54,043
Keen, Jennifer	65,773
Keenan Arp, Cathy	107,125
Keep, Sandra	79,175
Keepness Bourgon, Shauna	68,593
Keffer, Michael	59,225
Kehoe, Sharon	60,488

Appendix D: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Kelbaugh, Jeff	61,180	Kisilowski, Mary	83,055	Kosabek, Debbie	114,260
Keleman, Jacqueline	55,788	Kitchen, Brent	118,092	Kosar, Deloris	122,094
Keleman, Kathy	60,001	Kitz, Mercedes	59,747	Koshman, Dalynne	83,909
Keller, Jacquelin	54,111	Kitz, Natasha	98,906	Kosik, David	82,045
Keller, Jenny	107,435	Kitzul, Twyla	75,157	Kosloski, Sheila	62,302
Keller, Leigh	86,966	Kivell, Theresa	64,102	Kostiuk, Cheryl	100,418
Kellington, Grenda	90,476	Klassen, Carol	221,474	Kostiuk, Laurie	80,808
Kelln, Kim	100,265	Klatt, Candace	50,358	Koszman, Kelsey	70,403
Kelly, Bette	83,051	Klebeck, Deana	93,017	Kot, Nancy	103,506
Kemp, Michelle	67,727	Klein, Abby	68,328	Kot, Pamela	102,346
Kempton, Brian	76,907	Klein, Adam	75,996	Kotopski, Kimberley	68,820
Kendrick, Susan	99,008	Klein, Carl	101,527	Kotowich, Richard	75,577
Kennedy, Leigh	82,349	Klein, Christine	98,512	Kotrla, Allison	69,862
Kennedy, Rachel	65,394	Klein, Deanna	91,601	Kotylak, Diane	91,760
Kennedy, Trena	72,299	Klein, Raelynn	62,022	Kotylak, Rhonda	106,123
Kerelchuk, Tara	85,267	Klein, Shelley	104,852	Koutsoulis, George	68,719
Kernechuk, Chelsea	79,798	Klein, Tom	83,169	Kovacs, Jenna	53,997
Kerr, Debbie	83,496	Klein, Tracy	79,009	Kowal, Allison	68,336
Kerr, Matthew	106,679	Kleisinger, April	68,138	Kowbel, Shannon	52,946
Kerr, Sheila	81,336	Kleisinger, Brenda	95,509	Koza, Scott	78,423
Kessler, Camelia	66,105	Klempner, Dianne	52,637	Kozack, Katherine	120,235
Keyowski, Terrance	70,020	Klimek, Gail	59,073	Kozak, Charlene	108,038
Khalifa, Amer	539,845	Klippenstine, Vicki	89,368	Kozak, Daryl	65,397
Khan, Bibi	133,194	Klotz, Brenda	67,794	Kozak, Lori	84,768
Khuber, Sarbjit	64,439	Klotz, Kathy	62,150	Kozak, Rebecca	54,548
Kidby, Robin	109,615	Klotz, Steven	104,771	Kozak, Susan	68,626
Kiefer, Amy	65,082	Kluk, Debra	50,230	Kozak, Tammy	96,118
Kiesman, Robyn	64,788	Knapman, Jamie	79,039	Kozakewich, Carol	103,272
Kilbach, Shelley	55,075	Knapp, Randall	153,498	Kozakewycz, Diane	102,995
Killian, Nikki	63,038	Knibbs, Richard	71,971	Kozusko, Jarrett	103,376
Kim, Bohee	74,644	Knight, Josh	63,506	Kraemer, Diana	101,322
Kim, Hea Kyung	62,926	Knight, Lynnea	72,125	Kraemer, Leah	78,392
Kim, Rena	93,429	Knoll, Jennifer	72,318	Kraemer, Sarah	77,549
Kimpton, Karen	94,421	Knowles, Elizabeth	89,736	Kraetzig, Maria	106,016
Kinaschuk, Karen	63,887	Knox, Jamie	52,160	Kraft, Sherry	93,373
Kinash, Shelley	57,069	Koch, Paula	82,061	Krahenbil, Angel	70,505
Kincaid, Robert	70,476	Kochar, Tenille	67,780	Krahenbil, Elizabeth	63,815
Kindred, Jasmine	71,996	Kochylema, Monica	53,486	Krahn, Deborah	82,145
King, Brenda	94,158	Koester, Robyn	67,883	Krahn, Kathy	94,483
King, Kathleen	88,433	Koffler Hubbs, Loralyn	145,186	Krall, Carrie	142,339
King, Megan	90,092	Kohl, Dan	153,498	Kramer, Joanne	79,980
King, Michelle	58,961	Kohlruss, Debbie	70,137	Kramer, Nancy	71,907
King, Tina	92,920	Kokoski, Lorrie	69,100	Krause, Catherine	77,125
Kinneberg, Lorie	104,771	Kolb, Lavonne	93,023	Kraushar, Larry	86,918
Kinney, Patricia	92,839	Koltun, Margaret	107,557	Kreis, Debbie	105,227
Kinney, Wendy	108,444	Komodowski, Jenna	61,940	Kreklewich, Jennifer	66,654
Kinvig, Joanne	50,195	Konieczny, Bozena	56,842	Krenz, Trudy	104,658
Kirchhofer, Devin	61,003	Kopytko, Kasandra	79,678	Krepakevich, Kevin	91,064
Kirk, Roxanne	55,316	Korchinski, Jaime	113,473	Kress, Brittany	54,913
Kirkness, Shane	82,050	Koroll, Lisa	61,429	Kress, Dorena	95,110
Kish, Bobbi	63,466	Koronkiewicz, Carol	72,858	Kress, Jodi	51,711
Kisil, Shelly	52,963	Korsberg, Karina	64,719	Kristoff, Anna	82,527

Appendix D: Payee List

Individual	Payment
Kristoff, Jonathan	53,812
Krohn, Sheila	89,213
Krueger, Becky	68,561
Kruppi, Denise	74,301
Krupski, Angela	89,684
Kryklywicz, Amanda	62,014
Krysak, Kathleen	87,850
Kubiak, Angela	99,976
Kuculym, Jeannette	96,629
Kuhns, Erin	50,864
Kuhtz, Tracy	104,858
Kula, Alicia	110,847
Kullman, Pauline	93,537
Kumar, Seema	55,568
Kun, Kerri	101,071
Kuntz, Agatha	58,866
Kuntz, Donald	107,483
Kuntz, Jody	98,845
Kuntz, Lisa	68,805
Kuntz, Terrin	69,772
Kunz, Koreena	61,050
Kupchyk, Sherri	88,441
Kupiec, Crystal	57,715
Kuppenbender, Stella	60,266
Kurenoff, Joanne	113,577
Kurucz, Rhonda	74,803
Kuruliak, Joanne	73,043
Kush, Breanne	86,353
Kushniruk, Sharisse	60,117
Kuski, Michelle	54,001
Kutsak, Amanda	73,261
Kuyek, Dale	89,608
Kuyek, Janelle	91,844
Kuzma, Bettyann	72,493
Kuzyk, Karen	71,263
Kwan, Davin	92,355
Kwan, Man Kwok	74,861
Kyrylchuk, Reesha	69,582
Labensky, Cheryl	96,584
Labossiere Karda, Tara	118,227
Labossiere, Anita	73,117
Labuanan, Marcela	67,170
Lacelle, Vivian	50,414
Lachambre, Roxanne	73,418
Lachowitzer, Amanda	65,022
Laclaire, Jacquelin	51,122
Lacroix, Lori	74,803
Lafayette, Esther	98,578
Lafleur, Lisa	91,354
Lafontaine, Christopher	82,050
Lafoy, Angela	50,344
Laframboise, Shanna	72,114
Lafreniere, Shona	61,996
Lagrimas, Arlene	82,995
Lagrimas, Rodolfo	61,541
Lague, Dave	77,866
Lagumbayan, Maria Lourdes	50,099
Laidlaw, Cinda	78,775
Laigo, Michael	93,456
Lalonde, Lorna	63,921
Lalonde, Megan	129,005
Lamarche, Shawn	71,084
Lamb, Patricia	89,746
Lamb, Sabrina	72,205
Lambert, Jennifer	70,757
Lambsdown, Dorothy	63,921
Lamers, Dana	89,014
Lamontagne, Matthew	83,744
Lamontagne, Ray	51,659
Lamontagne, Shanda	77,650
Lamoureux, Donna	114,315
Landry, Carla	73,505
Lang Schuette, Connie	112,441
Lang, Danita	95,470
Lang, Edith	89,151
Lang, Kathleen	77,718
Lang, Kelly	118,993
Lang, Michael	93,426
Lang, Rae Lynn	83,446
Lang, Rebecca	98,821
Lange, Simon	71,306
Langevin, Monica	96,440
Langford, Linda	86,681
Langgam, Lou	58,242
Langley, Stephanie	106,889
Langlois, Stacey	63,914
Laninga, Tina	62,115
Lanz, Allison	65,706
Laplan, Dora	72,855
Lapointe, David	55,576
Larden, Ross	90,300
Laron, Demetza	102,898
Larsen, Derrick	153,498
Larsen, Judy	78,263
Larsen, Pamala	108,746
Larson, Charlotte	53,941
Larson, Laureen	138,381
Larson, Susan	89,239
Lasalle, Christine	102,235
Lastimosa, Grachelle	141,332
Latimer, Christine	100,112
Latina, Hanna	50,590
Latoski, Katherine	101,209
Latrace, Susan	94,483
Lauagan, Maria	67,132
Lauagan, Milagros	56,427
Lauman Hartmier, Barbara	118,668
Lavoie, Laura	65,841
Lavoie, Pamela	68,313
Lawlor, Karen	55,950
Lawrence, Janice	78,560
Lawrence, Monica	103,712
Lawrence, Robin	77,073
Lawrence, Trisha	51,682
Lawson, Sara	76,842
Layman, Blair	88,538
Layne, Bob	139,387
Lazeski, Jennalee	51,607
Le Tang, Richard	66,147
Leader, Jody	52,904
Leblanc, Colette	66,062
Leblanc, Edward	108,416
Lecren, Kelly	69,406
Lee, Janice	84,730
Leech, Kathy	59,057
Leeds, Abby	59,747
Leflar, Blaine	67,441
Legard, Jennifer	77,018
Legault Lalonde, Marie	102,195
Legault Wilson, Dionne	100,330
Legault, Cheryl	94,751
Legault, Dana	100,443
Legault, Lydia	110,437
Leggott, Michelle	69,774
Lehr, Craig	64,806
Leibel, Andrea	71,631
Leibel, Florence	77,565
Leibel, Greg	90,713
Leibel, Lori	99,564
Leibel, Shelley	50,864
Leier, Barbara	84,801
Leier, Owen	112,149
Leier, Rose	101,324
Leippi, Dawn	79,320
Leischner, Donna	57,353
Leisle, Sharleen	55,523
Leitch, Linda	98,269
Leitner, Laverne	52,402
Lekcharoen, Jocelyn	62,787
Lekcharoen, Raymond	100,968
Lemmons, Dagny	56,478
Lemoine, Julie	93,531
Len, Dennis	88,810
Leniuk, Terri	81,624
Lenz, Sharon	79,377

Appendix D: Payee List

Individual	Payment
Leon, Tina	103,221
Leonard, Ellie	99,938
Leonard, Mathieu	63,486
Leonard, Shauna	108,162
Leonor, May Clyde	101,183
Lerat, Renee	51,037
Lerminiaux, Marc	65,459
Leruyet, Charmayne	111,815
Leshchyshyn, Crystal	60,089
Lesko, Elizabeth	86,606
Lesko, Richard	58,294
Lesko, Sandra	67,853
Leslie, Cori	62,228
Lestage, Tanya	98,654
Letain, Rae Lynn	73,219
Letain, Selena	93,342
Letang, Arlis	100,514
Lethbridge, Linda	63,138
Letsche, Nancy	54,537
Leung, Clayton	76,090
Leurer, Deanne	147,876
Levchenko, Illia	57,306
Lewchyshyn, Marcy	69,180
Lewis, Carma	92,764
Lewis, Daniel	84,888
Lewis, Katherine	117,636
Leydon, Leah	76,900
Leyenhorst, Cheryl	69,986
Li, Yali	66,947
Liang, Yuping	78,861
Libiano, Jose Maria	85,149
Lichtenwald, Melissa	72,855
Liepold, Bobbi	86,632
Ligue, Neil	79,622
Limboy, Madeline	119,733
Limos, Maricris	50,352
Lincuna, Airin	56,309
Lindemann, Debi	73,569
Lindo, Nina	70,049
Lindsay, Lauren	70,339
Lindsay, Rae	95,582
Lingelbach, Chad	114,840
Lingelbach, Karen	61,263
Lingelbach, Tara	96,258
Linklater, Bonnie	52,295
Linklater, Lyn	70,659
Linnen, Alison	75,875
Lionetti, Donna	70,793
Lipinski, Chelsea	66,315
Lipon, Marlene	73,965
Lippai, Jennifer	149,268
Liski-Nixon, Alysia	78,337
Little, Glenda	111,333
Litzenberger, Carla	50,784
Litzenberger, Laura	90,049
Liu, Yun	81,689
Livingstone, Charly	75,659
Livingstone, Dustin	81,053
Lizee, Rona	77,018
Ljubic, Carissa	89,355
Ljubic, Donovan	117,122
Llarena, Melanie	126,833
Lloyd, Dorothy	91,064
Lloyd, Kathleen	123,433
Lockeridge, Keith	67,785
Lockert, Elizabeth	84,273
Lockert, Lori	79,073
Lodoen, Casey	58,317
Logie, Brenda	53,937
Lolacher, Susan	73,305
Lomenda, Janice	68,636
Lonethunder, Vivian	67,858
Longpre, Odile	128,017
Loos, Britney	55,982
Loos, Francis	79,686
Lopez, Amherstia Novy	94,589
Lorencz, Beverley	63,921
Lorencz, Taryn	95,455
Lorenz, Anita	70,983
Lorenz, Chelsea	79,857
Lorenz, Kara	80,723
Lorenzana, Corazon	74,028
Lorenzo, Anthony	52,308
Loszchuk, Marc	72,858
Lott, Angela	82,679
Loucks, Cheryl	91,998
Lough, Maureen	76,279
Loveridge, Karen	115,578
Lovett, Nicole	92,387
Low, Ken	93,965
Lowe, Jennifer	99,656
Lowes, Terrilynn	50,864
Lowey, Jana	95,315
Lowey, Judith	74,020
Lu, Xiaoqing	81,138
Luansing, Jemuel	68,412
Lubachowski, Gwenda	84,918
Lubas, Mirek	72,280
Lucas, Faye	50,864
Luce, Charity	61,245
Lucero, Dranreb	104,282
Lucero, Jocelyn	98,012
Luciak, Ken	117,482
Luciuk, Leann	71,621
Lucyk, Mary Ann	50,383
Ludwikowski, Rick	63,823
Luff, Heather	85,003
Luistro, Cindy	82,349
Lukey, Patrick	124,941
Lumb, Kim	66,338
Lund, Starla	82,898
Lunde, Kenda	92,695
Lundeen, Coleen	67,786
Lundy, Debbie	91,064
Luterbach, Colleen	113,498
Luther, Rae	96,407
Lutz, Wendy	59,469
Luzon, Clarissa	102,306
Lynch, Brant	76,622
Lynn, Sandra	91,011
Lyons Mouyios, Jennifer	59,167
Lys, Catherine	77,478
Maas, Allison	92,131
Macalidesantamar, Ana	113,535
Macapagal, Marissa	108,204
Macauley, Katherine	65,935
Macausland Berg, Dianne	81,264
MacDonald, Scott	93,052
MacDonald, Tanya	72,293
MacDonald, Todd	91,085
MacDuff, Robert	53,722
MacFarlane, Jenny	50,864
MacFarlane, Shera	106,870
Machan, Ashley	68,973
Machuk, Chelsey	63,579
MacIntosh, Ian	71,236
Mack, Ellen	74,674
MacKenzie, Bonnie	73,837
MacKenzie, Deborah	67,423
MacKinnon, Laurie	56,444
Macknak, Errin	59,012
MacLellan, Melissa	65,512
MacLennan, Amy	79,452
MacLennan, Deborah	92,982
MacMillan, Carolynn	101,198
MacMillan, Leanne	67,826
MacMillan, Robert	91,562
MacMillan, Ryan	70,952
MacNeil, Sharon	50,205
MacNeill, Dana	53,302
MacPhee, Cathleen	80,508
MacPhee, Linda	98,477
MacPherson, Anita	100,337
MacPherson, David	77,888
MacPherson, M Janice	83,813
MacPherson, Robin	82,651

Appendix D: Payee List

Individual	Payment
MacTaggart, Darlene	60,959
Mactal, Napoleon	95,606
MacTavish, James	81,199
Mader, Darlene	83,019
Madrilejos, Estefania	77,058
Maduck, Tricia	111,903
Magallanes, Maria Lorena	98,106
Maghilom, Mergie	56,350
Magnus, Samantha	68,264
Magnuson, Maureen	92,138
Magnusson, Shelly	53,108
Magotiaux, D Arcy	145,120
Mah, Jeffrey	98,350
Mahnic, Haley	80,869
Mahoney, Patricia	76,189
Maier, Janet	101,520
Maierhoffer, Shelly	113,566
Mailhot, Kelly Lynn	67,744
Mailloux, Angele	66,317
Makelki, Catherine	96,593
Makie, Catherine	100,172
Maksymew, Sharon	99,508
Maksymew, Stephanie	90,364
Malach, Shirley	98,634
Malang, Edwin	97,373
Malang, Marissa	92,737
Malegus, Ken	81,524
Mali, Bahera	357,727
Malik, Roxana	78,026
Malinowski, Eleanor	95,422
Mama O, Maira	128,297
Mamchur, Grant	119,910
Mamer, Doris	91,142
Mamula, Radojka	91,879
Manalaysay, Carmelita	55,284
Manaligod, Catherine	99,243
Manalo, Lulu	58,968
Manchester Miller, Samantha	77,828
Mancuso, Debra	111,211
Mangalindan, Jacel Ane	110,393
Manganop, Louie	102,391
Manley, Sophia	98,173
Mann, Candace	53,218
Mann, Douglas	98,223
Mann, Hardip	51,428
Mann, Karen	63,179
Mann, Suba	225,193
Mantilla, Dannice Anne	92,900
Mantilla, Mark	68,360
Mantyka Whitford, Elaine	106,913
Manuel, Lorraine	52,636
Manuel, Marife	56,357
Manz, Ashley	59,295
Manz, Lanjell	88,978
Manz, Matthew	95,658
Manz, Tammy	62,779
Maranan, Miguelito	55,222
Marce, Michelle	76,073
Marcelo, Michelle Lyn	97,285
Marchigiano, Kelly	50,864
Marchildon, Ginette	95,117
Marcial, Flordeliz	62,839
Marcotte, Jennifer	93,372
Marean, Frederick	77,993
Marin, Donna	118,600
Marins, Lisete	65,428
Marissen, Debby	74,127
Markle, Tracy	96,509
Markwart, Carol	90,279
Markwart, Corinne	82,640
Markwart, Rhegan	71,767
Marsh, Virginia	104,840
Marshall, Bonny	97,685
Marshall, Dean	104,513
Marshall, Joan L	78,594
Marshall, Sarah	72,398
Marshall, Trisha	73,121
Martin, Arlene	71,997
Martin, Donalee	95,688
Martin, Donna	118,163
Martin, Melanie	98,078
Martin, Neoma	94,089
Martin, Roxanne	50,864
Martin, Sara	58,408
Martin, Wendy	87,169
Martinez, Oscar	86,528
Martinook, Kayla	65,912
Mary Varghese, Tincy	91,176
Marynick, Marlin	87,794
Mason, Jeffrey	77,374
Mason, Julianne	78,829
Massier, Candice	94,828
Massier, Carmen	67,463
Massier, Jaymie	60,785
Massine, Darlene	90,299
Masson, Koren	71,732
Masters Guest, Renee	66,409
Matechuk, Christie	84,750
Matheis, Jacob	63,704
Matheson, Julie	72,243
Matheson, Stephanie	80,801
Matravolgyi, Cheryl	69,099
Matravolgyi, Kristin	82,175
Matthews, Faye	91,173
Matthews, Shelley	70,633
Matthies, Yvonne	87,934
Matties, Debbie	84,852
Matychuk, Angela	66,615
Maw, Lester	90,211
Maxwell, Ashley	59,344
Maycong, Maggie	177,498
Mayer, Christopher	79,103
Mayer, Laurie	54,207
Mayer, Megan	75,117
Maynes, Julie	122,603
Mazer, Mallory	72,571
Mazinke, Nadine	52,056
Mazur, Janelle	104,817
Mazur, Mark	120,173
Mbachu, Chinyere	92,433
Mbasela, Phyllis	67,698
Mbugua, Grace	130,309
Mcauley, Karen	65,341
Mcauley, Valerie	96,095
Mcavoy, Erin	91,856
McBride, Melissa	89,010
McCabe, Debra	104,466
McCaig, Barry	91,064
McCallum, Karen	103,801
McCallum, Sheena	65,970
McCann, Kathleen	54,304
McCann, Linda	98,915
McCann, Michael	79,011
McCann, Nancy	81,164
McCann, Orinda	64,293
McCarron, Michelle	108,194
McCaw, Dianne	75,316
McClement, Laurel	59,188
McClement, Sam	87,232
McClymont, Kimberly	92,165
McCorriston, Sheri	66,462
McCrea, Morgan	86,079
McCrea, Simon	111,606
McCready Wirth, Avril	50,221
McCrystal, Doreen	64,826
McCrystal, Wendy	66,396
McCullough, Cameron	67,463
McCullough, Lois	99,348
McCurry, Terryann	89,451
McCutcheon, David	298,563
McDermaid, Karen	108,111
McDermit, Tamara	106,286
McDonald, Allison	94,226
McDonald, Jordan	50,688
McDonald, Kathryn	59,985
McDonald, Patricia	92,903

Appendix D: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
McDonald, Paulette	118,973	McMillan, Evangeline	52,391	Michael, Chinnu	88,670
McDonald, Richard	81,661	McMillan, Kaitlyn	86,685	Michayluk, Gordon	67,861
McDonald, Sandra	59,299	McMorris, Cynthia	56,440	Michon, Gerald	68,622
McDougall, Ashley	92,619	McMullen, Cathy	94,350	Middleton, Lanna	73,563
McDougall, Brad	98,157	McMullen, Marlene	73,893	Mihalicz, Helen	76,010
McDougall, Elizabeth	98,059	McNaught, Connie	92,611	Mijares Lopez, Lalaine	90,287
McEwen, Aimee	102,406	McNaughton, Sherri	84,346	Milar, Joanne	59,831
McEwen, Shelly	58,881	McNeil, Dawn	138,466	Mile, Clay	89,154
McFadyen, Cindy	87,198	McNeil, Elaine	91,649	Mileusnic, Leposava	90,245
McGeough, Angela	81,374	McNeillie, Elisha	55,459	Millama, Zenaida	108,419
McGeough, Jennelle	50,864	McNichol, Michelle	84,954	Millar, Natalie	75,531
McGeough, Lorie	57,541	McPeek, Randy	93,787	Miller, Adrienne	67,660
McGill, Nancy	100,460	McPhee, Linda	104,771	Miller, Beverly	89,929
McGillivray, Natalie	67,134	McPherson, Bernadett	95,347	Miller, Diane	59,068
McGown, Brandi	50,107	McPherson, Debbie	86,765	Miller, Gloria	53,792
McGrath, Elizabeth	100,623	McRae, Meaghan	73,058	Miller, Heather	117,271
McGregor Weekes, Sarah	84,789	McStay, Sharron	94,336	Miller, Kelly	68,814
McInnis, Teresa	57,588	McTaggart, Angela	83,026	Miller, Kristin	53,933
McIntaggart, Glen	70,250	McWhirter, Tyler	55,604	Miller, Lois	59,125
McIntyre, Jennifer	83,240	Mead, Nicolette	59,100	Miller, Margaret	148,779
McKague, Charlotte	51,112	Meadows, Morgan	65,157	Miller, Nicole	63,921
McKay, Lisa	100,329	Measner, Kelly	79,888	Miller, Shirley	67,516
McKechnie, Kimberly	83,724	Meggeson, Thea	62,853	Millette, Sonia	74,372
McKechnie, Marlene	82,487	Meider, Monica	79,236	Millie, Shanna	103,220
McKechnie, Michael	90,712	Melnechenko, Jody	100,908	Mills, Gail	54,401
McKellar, Hector	88,212	Melnick, Barbara	112,448	Milton, Samantha	63,229
McKenzie, Kristen	93,239	Melvin, Nancy	69,224	Minchuk, Rhonda	76,060
McKenzie, Lynn	77,066	Mendoza, Maribeth	50,235	Ming Fok, Tricia	104,014
Mckenzie, Sharron	73,378	Menegbo, Victoria	54,973	Minifie, Rhonda	91,511
McKim, Darcy	91,323	Menke, Megan	86,342	Minto, Patricia	68,287
McKinnon, Carolyn	73,184	Mensah, Bridget	134,644	Mirasty, Jennifer	70,730
McKinnon, Faye	97,536	Mercer, Crystal	95,883	Mirva, Denise	96,081
McKnight, Jennifer	55,127	Mercer, James	57,932	Misfeldt, Sharon	102,211
McKnight, Stephen	55,620	Mercier, Maria	95,675	Miskiman, Todd	101,644
McKnight, Tracie	70,628	Merifield, Steven	63,970	Mitchell, Angie	68,735
McLaughlin, Leanne	75,577	Merin, Christopher	105,483	Mitchell, Carla	71,984
McLaughlin, Linda	82,050	Merk, Kimberly	64,727	Mitchell, Danita	67,446
McLean, Bonnie	50,318	Merk, Lisa	50,927	Mitchell, Mary Ann	75,791
McLean, Charlotte	89,010	Merk, Stephanie	71,575	Mitchell, Michael	57,278
McLean, Dixon	76,016	Merkl, Jason	52,805	Mitchell, Paul Geoffrey	89,026
McLean, Kelly	59,314	Merriam, Debbie	71,749	Mitchell, Stacey	65,746
McLean, Magdaline	54,157	Merritt, Valerie	68,644	Mitchell, Tia	72,289
McLean, Theresa	73,420	Meston, Sheri	69,847	Mitchelson, Harry	67,548
McLellan, Morgan	73,043	Metz, Gina	144,190	Mittermayr, Stacey	97,716
McLellan, Susan	105,209	Metz, Irene	91,090	Mlynarczyk, Jaelyn	52,175
McLennan, Amanda	69,410	Metz, Sharon	91,918	Moberly, Lori	87,682
McLeod, Melanie	120,765	Meyer, Kayla	85,460	Moc, Peter	75,365
McLeod, Theresa	59,788	Meyer, Kristen	80,220	Modderman, Jennifer	92,422
McMartin, Teagen	65,210	Meyer, Michelle	50,513	Moffatt, Patricia	81,735
McMechan, Anita	50,283	Meyer, Nicole	57,158	Mohan, Anurag	83,497
McMechan, Janet	89,101	Meyers, Krista	73,017	Mohan, Geethu	74,405
McMillan, Dominique	82,297	Meyers, Tanya	83,572	Mohl, Regan	73,772

Appendix D: Payee List

Individual	Payment
Mohr, Ann	69,074
Mohr, Janet	68,340
Mohr, Megan	75,772
Mojar, Jhezelle	110,693
Mokry, Michelle	80,381
Molesky, Carla	65,617
Molesky, Louise	88,492
Mollison, Deborah	114,461
Molson, Bev	76,279
Moltz, Laura	61,104
Monette, Kayla	65,702
Money, Melodee	55,792
Monin, Christine	53,095
Monson, Maggie	62,879
Montanini, Lorna	88,123
Montano, Lisi	154,074
Monteith, Bernadett	68,593
Montenegro, Shelley	95,840
Monteyne, Dianne	94,107
Montgomery, Lisa	64,583
Monuik, Robin	86,070
Moody, Terrence	57,347
Mooney, Dianne	96,952
Moore, Bonnie	77,292
Moore, Charlene	66,798
Moore, Jade	63,471
Moore, Kara	92,279
Moore, Laura	85,518
Moore, Melissa	85,025
Moore, Sheila	92,980
Moore, Sherilyn	87,451
Morales, Asvet Lana	72,174
Moreau, Colleen	61,375
Morgan, Donna	69,778
Morgan, Maegan	68,210
Morgan, Randy	64,842
Morgan, Stuart	70,835
Morhart, Stacey	68,610
Morissette, Ryan	114,431
Morrell, Debra	76,466
Morrice, Glenda	102,266
Morris, Cindy	53,202
Morris, Jaclyn	53,169
Morris, Linda	72,200
Morris, Roxane	84,242
Morrison, Jaime	55,237
Morrison, Jennifer	53,880
Morrison, Lisa	74,929
Morrison, Robin	91,710
Morrison, Sandra	69,661
Morrow, Jennifer	79,102
Morrow, Wendy	61,348
Moses, Melissa	100,219
Mosewich, Cindy	88,093
Moshenko, Megan	78,036
Mosiman, Bonnie	86,088
Mountstephen, Leah	95,465
Moyer, Gordon	82,145
Mpundu, Regina	102,623
Mroske, Lisa	88,902
Muir, Erin	69,767
Muir, Kaylee	66,809
Muise Rein, Tiffany	58,608
Mulatz, Frank	81,157
Mulatz, Tyson	72,821
Muller, Karen	92,127
Mulridge, John	56,255
Mulvogue, Myriah	78,555
Mundo, John Charles	90,271
Munns, Tiffany	69,914
Munro, Chrissy	93,584
Munro, Jazmin	70,760
Munro, Loralee	56,653
Munson, Russell	90,680
Muravchik, Germann	113,484
Mureseanu, Alison	96,312
Murphy, Jessica	80,435
Murphy, Tracey	84,974
Murray, Carolyn	86,778
Murray, David	80,255
Murray, Kerri	51,197
Murray, Mark	101,266
Murray, Sharon	73,759
Mursal, Onoria	51,086
Murthy, Poornima	460,728
Musleh, Jordan Issa	79,220
Musleh, Stacey	87,568
Musoke, Juliet	72,090
Mutafya, Mary	118,887
Muzzin, Ricky	58,651
Mwale, Mwangala	129,428
Mwangobola, Kufase	107,609
Mwape, Delphine	114,692
Mwela, Judy	97,397
Mydonick, Ken	51,791
Myers, Ken	88,305
Myers, Robert	69,725
Myles, Wanda	73,666
Myrah, Michele	106,055
Myren, Reta	67,022
Mytopher Benoit, Lori Ann	72,342
Naces, Genie Ann	70,527
Nachilongo Daka, Gladys	92,230
Nachtegaele, Alison	78,435
Nadiger, Cathy	87,680
Nadon, Christine	69,374
Nahachewsky, Desiree	101,038
Nalwamba, Rhoda	117,693
Namutosi, Ruth	53,438
Narca, Imelda	58,108
Narca, Wilfreda	51,615
Nartey, Cathy	50,607
Nasewich, Susanne	101,243
Nasser, Roseann	86,321
Natyshak, Merle	99,232
Natyshak, Sylvia	50,838
Nault, Samahlee	159,325
Nazareth, Joshua	51,632
Nazareth, Leah	94,992
Neault, Bree	77,570
Nechi, Maureen	140,728
Neher, Mona	73,053
Neibrandt, Sheena	61,537
Neigel, Jocelyn	78,216
Neighbour, Chelsea	79,872
Neis, Cyndi	63,089
Neison, Valerie	100,493
Nelson, Beverly	89,159
Nelson, Danielle	95,723
Nelson, Diane	95,751
Nelson, Jessica	73,524
Nelson, Joanne	99,272
Nelson, Jocelyn	55,636
Nelson, K. Dwight	141,038
Nelson, Megan	68,267
Nelson, Nadeane	87,172
Nelson, Rachel	71,629
Nernberg, Sheryl	83,554
Ness, Heather	101,854
Neufeld, Audrey	53,844
Neufeld, Barbara	55,945
Neuls, Barbara	96,161
Neuls, Frances	155,918
Neuls, Kendra	59,261
Neumann, Amy	100,013
Neumann, Barbara	117,978
Neumann, Carey	61,101
Neumann, Harry	99,153
Neville, Desirae	104,235
Neville, Susan	221,474
New, Katelyn	58,597
Newcombe, Susan	78,206
Newton, Richard	80,485
Ngoka, Grace	70,866
Nguyen Lowe, Ha	105,336
Nguyen, Chau	72,645

Appendix D: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Nguyen, Cuong	74,332	Nyuli, Amanda	87,914	Ortman, Nina	103,175
Nguyen, Diane	86,171	Oakes, Larry	89,298	Orzylowski, Miroslaw	76,423
Nguyen, Jenny	79,368	Oates, Kayla	61,203	Osborne, Tara	90,444
Nguyen, Thuy	121,859	Oberndorfer, Gillian	118,092	Osicki, Nicole	54,692
Nichol Langlais, Barbara	88,191	Obispo, Eunice	50,550	Osiowy Hunter, Patricia	91,025
Nichol, Bobbi	56,188	Obrigewitsch, Carmen	77,735	Osipoff, Rhonda	72,623
Nichol, Christine	75,143	Obrigewitsch, Charlene	77,553	Ostapiw, Lori	61,173
Nichols, Gloria	86,243	O'Byrne, Gillian	73,442	Ostapowich, Shannon	91,598
Nichols, Harold	50,244	O'Byrne, Patrick	133,410	Ostrowka, Rhonda	73,357
Nicholson, Stephanie	50,457	O'Campo, Rochelle	95,568	O'Sullivan, Tara	68,466
Niedermayer, Dianne	99,337	O'Campo, Rosalie	67,090	Ott, Brigid	90,399
Niekamp, Jaclyn	63,237	Ochitwa, Sandra	81,948	Ott, Jenelle	86,133
Nielsen, Doug	78,779	Ochoa, Patricia	70,547	Otte, Holly	89,255
Nielsen, Heather	69,789	O'Connor, Dawn	104,169	Otten, Laurele	66,577
Nieminen, Shannan	77,384	O'Connor, Fiona	117,154	Ottenbreit, Leslie	62,830
Nieto, Lori	100,163	Octubre, Penafrancia	50,319	Ottoson, Cheryl	67,920
Ning, Lianne	103,954	Odell, Teegan	106,109	Overend, Dawn	91,906
Nishimura, Michiko	94,071	Odow, Barbara	59,487	O'Watch, Erin	116,367
Nistor, Brad	96,251	Ogibowski, Theresa	90,459	Owen, James	81,719
Nitoral, Flerida	57,840	Ogilvie, Ivorine	50,362	Owen, Sherilea	91,189
Njoku, Lilian	105,381	Ogilvie, Lore	113,103	Owens, Katherine	87,829
Noble, Christa	77,202	Ogrodnick, Nancy	98,574	Owens, Sheila	67,419
Nones, Rizzaliene Remo	72,091	Okeadu, Justina	53,787	Ozga Bellamy, Linda	105,246
Nordgulen, Laura	101,478	Olanipekun, Caroline	90,272	Ozipko, Shirley	56,194
Nordgulen, Terry	79,327	Olbrich, Robert	60,931	Pacada, Melanie	67,762
Nordstrom, Mason	70,329	Olekshy, Kevin	71,960	Pachal, Laurelle	67,950
Nordwick, Kim	117,189	Oliver Carson, Stacey	104,122	Pacis, Sarah	97,531
Norick, Barbara	103,137	Olson, Curtis	75,775	Paderanga, Fe	52,941
Norlander, Jillian	52,489	Olson, Lindsey	73,809	Paderanga, Trinidad	51,353
Norman, Christopher	100,951	Olson, Pamela	99,642	Pador Lee, Beverly	64,385
Norman, Judy	126,287	Olson, Tanda	77,927	Paetsch, Dale	70,101
Norman, Patti	87,781	Olson, Wendy	91,551	Pagdilao, Rowena	100,543
Norminton, Jim	73,357	Oluyinka, Funmilayo	93,205	Page, Karen	68,424
Norris, Lorie	76,223	Oluyinka, Stephen	105,039	Paguirigan, Rica Aimee	105,784
Nostadt, Amber	72,901	Olynick, Brittany	70,969	Paguyo, Purificat	50,126
Novak Galgan, Harriett	115,901	Omolida, Genalyn	107,057	Pahkala, Lisa	61,438
Novak, Dodi	83,809	Onagi, Maxine	80,604	Paice, Trudy	67,099
Novak, Elaine	57,076	Ong, Janice	53,207	Palandri, Sandra	78,065
Novak, Karen	95,024	Oo, Min	57,735	Palanica, John	71,262
Novak, Leanne	91,844	O'Quinn, Sheryl	104,840	Palazzo, Lee Ann	75,228
Noval, Chad Simon	102,595	Orasan, Loredana	72,053	Paligan, Daphne	73,867
Noval, Ferdinand	78,701	Orban, Dale	95,447	Palik, Debbie	50,237
Novecosky, Lawrence	60,667	Orell Bast, Shannon	58,371	Palmer, Dianne	101,805
Novik, Lori	75,562	Orell, Colleen	69,435	Palmer, Lorie	126,571
Noyes, Heather	77,460	Orell, Megan	63,727	Palmero, Arnold	108,144
Noyes, Shae	54,782	Orellana, Edwin	53,647	Palmier, Joan	53,041
Nugent, Carol	82,338	Oremba, Misty	72,151	Paluck, Elan	129,901
Nugent, Karen	73,425	Orlowski, Louine	104,415	Pamintuan, Amanda	85,321
Nurse, Byron	114,793	Ormiston, Stephanie	60,266	Panchuk, Douglas	108,913
Nurse, Shawna	79,983	Ortega, Ruth Anabel	65,580	Panelo, Rueben Jan	111,969
Nuttall, Janice	59,273	Orthner, Gail	105,856	Pantazoglou, Kalliopi	50,733
Nwalozie, Annunciata	74,865	Ortman, Gwen	71,267	Pantel, Chris	72,828

Appendix D: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Papish, Christopher	67,541	Pedersen, Patricia	86,845	Pickett, Sandra	51,409
Pappas, Sam	76,775	Pederson, Erica	107,196	Pierce, Christina	71,545
Parachoniak, Pat	106,104	Pedscalny, Brenda	91,227	Pike, Greg	57,620
Paraiso, Edgardo	63,412	Peel, Jamie	84,399	Pillipow, Catherine	59,967
Paraiso, Ernilou	52,265	Pegg, Nicole	52,876	Pilon, Emily	61,183
Paraiso, Lourdes	72,591	Pekush, Dennis	89,200	Pilon, Janelle	52,446
Parakkandathil, Abdul	63,655	Pelagio, Maria Irma	92,400	Pilon, Marcia	71,257
Parasram, Maria	92,131	Pelechytik, Jan	90,851	Pilon, Timothy	132,932
Parbery, Donna	69,788	Pellerin, Danielle	80,881	Pinay, Kara	86,750
Pare, Judy	94,316	Pelletier, Kim	78,150	Pinay, Paige	74,349
Parent, Darla	95,272	Pelletier, Melinda	87,784	Pirlot, Christine	63,921
Park, Julie	68,399	Peltier, Brenda	70,596	Pitre, David	60,685
Park, Katherine	60,499	Penner, Janice	80,772	Pitura, Dale	82,628
Parker, Kyle	89,694	Penner, Kaitlyn	56,808	Pitura, Susan	102,195
Parker, Lynne	75,368	Penner, Lyndsay	57,709	Plank, Lisa	122,656
Parker, Norma	94,535	Pennett, Christy	64,890	Playter, Pamela	148,395
Parker, Robert	74,681	Pepper, Edwin	50,360	Plosker, Connie	50,049
Parley, James	64,458	Peralta Elgueta, Pedro	59,739	Poage, Pamela	66,942
Parr, Suzy	55,785	Perchie, Glen	153,498	Pohler, Sara	52,500
Parrell, Billy	74,278	Perkins, Cheryl	68,143	Poitras, Jana	93,110
Parrell, Denise	92,028	Perkins, Susan	124,348	Pollard, Sandra	76,128
Parrott, Teri	80,499	Perras, Omer	66,252	Pollock, Bonnie	85,673
Parsons, Aaron	56,899	Perrault, Stephanie	77,191	Pollock, Chris	104,102
Parsons, Lucia	96,826	Perreault, Serena	62,465	Pollock, Darlene	162,146
Partaik, Susan	127,382	Perrin, Jonathan	82,417	Pollock, Nicole	81,518
Parvez, Naeem	470,247	Persaud, Parmanand	81,472	Pollock, Sarah	81,901
Paseznak, Marion	153,830	Persson, Barbara	86,357	Pollon, Albert	69,106
Paseznak, Scott	85,870	Pesquera, Grace	99,162	Pollon, Monique	87,182
Pasion, Ricarda	71,684	Peters, Chelsea	74,276	Polsom, Sonia	55,051
Paskaruk, Beverly	50,853	Peters, Leia	80,770	Pompu, Tammy	86,503
Paskey, Gail	87,597	Peters, Renae	50,564	Pon, Tin Yout	138,734
Paslawski, Judith	110,044	Peters, Wade	96,133	Poncsak, Debbie	103,823
Pasloske, Ramona	57,541	Peterson, Diane	82,533	Poole, Sherry	81,231
Patel, Deepikaben	59,757	Peterson, Kathy	67,876	Poon, Anita	66,904
Patel, Dipeshkumar	61,230	Petracek, Roxanne	78,173	Pope, Steve	54,305
Paterson, Dineen	82,015	Petrie, Maria	68,393	Popescu, Janet	68,406
Patricio, Alex	57,506	Petrisor, Leah	60,301	Popescue, Melissa	52,399
Patterson, Bev	50,627	Petrychyn, Margaret	135,097	Popick, Paula	87,374
Patzer, Dave	66,078	Petryna, Vivian	89,317	Popkie, Peter	94,297
Paul, Darin	50,044	Pettigrew, Janice	55,156	Popoff, Laura	57,861
Paul, Michael	69,359	Pettit, Terri	125,013	Popowich, Glenda	106,331
Paul, Steve	72,490	Petty, Shari	70,525	Porter, Marion	54,155
Paulhus, Blake	59,724	Peyson Biensch, Lois	52,984	Portras, Donna	108,826
Paulhus, Gwen	96,551	Pham, Huy	132,000	Posehn, Lindsey	91,525
Paulson, Steve	60,126	Phillipo Hugel, Paula	99,677	Posnikoff, Jennifer	79,481
Paus, Carrie	96,839	Phillips, Cherise	63,157	Postigo Suarez, Viviana	55,039
Pawliw, Tracy	57,664	Phillips, Lee	52,789	Potetz Moore, Leeann	93,144
Pearson, Anita	52,195	Phillips, Scott	74,270	Potter Erhardt, Meghan	66,210
Pearson, Danielle	68,506	Phillips, Tracy	130,487	Potter, Douglas	92,606
Peasley, Raena	69,887	Piasta, Linda	69,731	Potter, Gladys	111,177
Peck, Erin	64,461	Picard, Imelda	50,734	Potter, Ron	79,455
Peddle, Kimberly	69,601	Picard, Sonja	101,776	Potter, Vera	93,357

Appendix D: Payee List

Individual	Payment
Potts, Jennifer	74,635
Pouteaux, Kayla	76,393
Powell, Maureen	72,511
Power, Kenda	105,611
Powers, Jessica	90,493
Powers, Marilyn	56,316
Praski, Nancy	100,323
Prass, Katharina	105,753
Precones, Eva	52,886
Preikchat, Elton	67,759
Prekaski, Colleen	120,108
Preston Deitner, Spencer	69,532
Pretzlaw, Doreen	102,078
Primavera, Janice	94,323
Printz, Chelsea	69,263
Pritchard, Beverley	96,851
Pritchard, Ruth	51,698
Prokopetz, Michael	70,347
Proudlove, Elizabeth	91,064
Proulx, Sharon	91,409
Provick, Sandra	67,081
Prychak, Christen	63,424
Pugh, Myrna	89,629
Pugh, Sara	75,663
Pukas, Jaclyn	89,458
Purdue, Erin	86,418
Purdue, Ryan	96,529
Puri Harrison, Hema	61,368
Puszkar, Shaunalee	78,586
Putz, Abigail	85,285
Pylatiuk, Jason	89,901
Quangtakoune, Wendy	97,680
Quero, Geste	102,463
Quezon, Jerfelle	159,026
Quine, Tamara	92,488
Quiniones, Michelle Ann	115,809
Quinlan, Colleen	118,093
Quinnett Bobetsis, Michele	71,749
Quintero, Claire	77,649
Quintero, Pedro	50,048
Qureshi, Tania	68,080
Raab, Nicole	87,725
Rabaino, Jessel	54,222
Rabulan, Mary	100,762
Racette, Andrea	73,017
Racette, Andrew	155,931
Racette, Joyce	91,064
Racette, Kenneth	55,870
Racette, Krista	56,931
Racette, Yvonne	80,257
Rachar, Kathryn	54,480
Radons, Shelly	104,286
Radutu, Cristiana	67,960
Radutu, George	173,909
Rae, Justin	93,874
Rae, Karla	59,474
Rae, Michelle	83,852
Ragadio, Rosario	202,312
Rahimzadah, Nasim	55,511
Rainbow, Scott	85,306
Ram, Hansa	64,036
Ramage, Cheryl	58,006
Ramos Faldas, Lalaine	54,070
Ramos, Katrina	130,216
Ramos, Pinky Ava	105,921
Ramsay, Corrie	94,632
Ramsay, Doug	81,658
Ramsay, Todd	82,183
Ramstead, Jackie	64,767
Ranalli, Greg	70,757
Randall, Lisa	89,743
Rante, Flordeliz	60,776
Rante, Lesley	52,283
Rapchalk, Jason	72,563
Rapchalk, Kimberly	65,136
Raquedan, Jeanavie	174,807
Rask, Colin	81,299
Rasmussen, Benjamin	69,782
Rasmussen, Nancy	53,235
Rathwell, Dana	62,154
Rathy, Brent	121,795
Ratz, Chalena	95,204
Rauckman, Christina	96,167
Ray, Amanda	68,963
Rayos, Racquel	115,379
Reaburn, Ross	101,216
Rector, Patricia	100,656
Reddekop, Patrick	85,078
Redenbach, Michael	224,699
Reece, Wanda	56,474
Reed, Danielle	60,210
Reed, David	87,859
Reed, Jody	97,024
Reekie, Wendy	58,731
Regehr, Ronald	98,248
Reichert, Sherri	82,992
Reid Leimgardt, Lorna	78,569
Reid, Ingrid	110,999
Reid, Joanne	94,463
Reid, Marilyn	87,269
Reimer, Betty	150,328
Reimer, Florence	70,672
Reitenbach, Amanda	51,110
Reiter, Lori	64,133
Renauld, Lacy	104,361
Renner Scott, Faye	88,368
Renner, Kaitlyn	85,676
Rennie, Trisha	71,900
Renwick, Patricia	87,777
Repotente, Anthony	64,140
Repotente, Maria Fe	118,363
Reschke, Eric	58,292
Resurreccion, Althea	83,359
Rettger, Kelly	67,698
Retzer, Pamela	98,319
Revelo, Jay	97,141
Revenko, Scott	85,724
Revoy, Sheldon	82,515
Reyes, Billy John	104,974
Reynard, Beth	61,403
Rhinelander, Krista	66,901
Rhodes, Diane	60,298
Rhodes, Rod	65,826
Riccetto, Anabella	80,122
Ricci, Jacquelin	138,413
Ricci, Stanley	81,946
Rice, Kyndle	74,773
Rich, Kim	81,169
Richards, James	61,935
Richards, Mardel	105,556
Richardson, Brenda	56,411
Richardson, Coreen	90,481
Richardson, Nancy	66,217
Richaud, Allison	92,475
Richaud, Pamela	122,754
Richenberger, Paul	68,365
Richter, Deborah	76,156
Richter, Florence	94,547
Richter, Ginger	93,011
Richter, Glenn	71,417
Ridgway, Amy	78,761
Rieder, Colleen	59,477
Rieder, Evelyn	52,644
Riemer, Joan	100,067
Rigonan, Dryden	109,448
Rinas, Shelly	57,445
Rines, Andrea	72,311
Ring, David	64,606
Rintoul, Leah	74,800
Ripley, Kelli	69,115
Ripplinger, Janice	83,353
Ritchie, Bonnie	57,375
Ritmiller, Maryann	93,054
Ritson, Ann	73,465
Rittwage, Catherine	107,311
Rivera, Lenia	69,408

Appendix D: Payee List

Individual	Payment
Roach, Stephanie	77,849
Roberts, Brent	94,827
Roberts, Garnet	91,245
Roberts, Gennine	68,798
Roberts, Glen	58,848
Roberts, Susan	95,499
Robertson, Coralee	78,733
Robertson, Marlene	92,494
Robertson, Nicole	57,562
Robins, Lynnette	102,821
Robinson, Angela	56,813
Robinson, Beryl	123,980
Robinson, Jennifer	50,205
Robinson, Lorrie	69,162
Robinson, Tom	122,351
Robison, Brent	99,520
Robson, Janice	108,549
Rocheleau, Kelly	66,510
Rodger, Debbie	96,892
Rodgers, Melissa	68,374
Rodgers, Milissa	97,048
Rodgers, Pamela	82,181
Rodil, Ruel	120,454
Rodriguez, Stephanie	105,324
Roduta, Gerico	51,410
Roduta, Madilene	77,052
Roesch, Erin	104,178
Rogalski, Rhonda	56,954
Rogers, Arlene	95,758
Rogers, Katherine	96,800
Rogers, Shannon	77,664
Rogina, Sandy	101,529
Rogoschewsky, Deborah	63,192
Rogoschewsky, Jessica	58,847
Rohs, Pamela	71,026
Rojan, Devika	109,698
Roland, Lisa	101,233
Rollins, Michelle	75,108
Roman, Tito	55,961
Romaniuk, Natalie	93,558
Roque, Alexander	120,540
Rorbeck, Barry	152,831
Rorbeck, Darlene	132,932
Rosbrook, Gloria	89,802
Rose, Barbara	55,939
Roske, Sheila	94,484
Roslinski, Carla	81,144
Rosnau, Tasha	52,636
Rosom, Cheryl	103,538
Ross, Jacalyn	86,021
Ross, Landace	61,805
Rostie, Darcy	77,856
Roszell, Patrick	60,116
Rotariu, Lynn	73,215
Roth, Kathy	68,647
Rotheisler, Stephanie	68,899
Rothwell, Mary	65,898
Roulston, David	116,417
Roulston, Shelley	96,939
Roussin, Jason	69,699
Routledge, Joy	95,480
Roy, Linda	66,794
Roy, Valerie	79,328
Royal, Benjamin	91,405
Royal, Joshua	78,879
Rozon, Danielle	50,316
Ruda, Lisa	108,226
Rudd, Delaney	99,219
Rudolph, Courtney	65,139
Rudolph, Sobra	61,590
Rudy, Dennis	50,244
Ruecker, Holly	100,044
Ruecker, Joshua	79,907
Ruecker, Margaret	80,934
Ruehs, Dyneena	93,802
Rukas, Dmytro	66,229
Runge, Dianna	57,234
Rupchan, Joe	82,040
Rusaw, Lynda	51,755
Rushlow, Jodi	104,954
Rushton, Beverly	65,109
Rusk, Kimberly	144,335
Russell, Jennifer	83,350
Russell, Nancy	51,567
Russell, Pamela	52,542
Russell, Robert	83,924
Russell, Theresa	101,871
Rutten, Karen	89,394
Ruzicka Olson, Corie	79,467
Ryan, Amy	58,086
Ryan, Arla	97,308
Ryan, Richelle	81,832
Ryan, Warren	67,853
Rybchuk, Ken	76,285
Rydzik, Louise	120,262
Ryerson, Jennifer	58,578
Sabo, Carol	67,263
Saczek, Krzysztof	424,903
Safi, Masoud	97,976
Sahlu, Ethiopia	50,440
Sahota, Gurtinderjit	109,161
Sahulka, Cole	68,273
Saint, Paul	73,273
Saint, Sherry	96,591
Salem, Alicia	54,125
Sali, Janet	90,374
Sali, Kristin	54,110
Sali, Lori	74,698
Sali, Mona	96,534
Salvador, Christopher John	52,173
Sam, Agatha	60,126
Samayoa, Jose	51,978
Samchyk, Tera Lee	67,207
Samolesky, Diane	56,485
Samonte, Joel	169,731
Samonte, Nolita	70,355
Samoy, May	80,056
San Diego, Ricsan	136,523
Sanden, Joel	90,875
Sanden, Tracy	82,354
Sanders, Carol-Anne	70,469
Sanders, Jennifer	66,369
Sanders, Whitney	78,387
Sanderson, Jennifer	66,879
Sanderson, Nadean	69,845
Sandhoff, Lorraine	63,239
Sandin, Sherri	79,880
Sandor, Donna	119,726
Sandstra, Shawnna	81,585
Sanftleben, Laura	69,520
Sanger, Stephanie	53,624
Sanopo, Maria C	53,613
Santiago, Karen	114,145
Santo, Matthew	63,965
Santos, Dulce	55,547
Santos, Giovanni	85,451
Santos, Imelda	61,444
Santos, Jennifer	56,035
Sanville, Shawn	79,484
Sanya, Lynn	153,498
Sanya, Olu	60,312
Sarma, Debasish	68,311
Sarmiento, Louelle	107,390
Sarty, Cathy	68,131
Sauer, Melissa	79,411
Savoie Church, Natalie	99,227
Sawatsky, Chris	91,611
Sawchuk, Dusten	134,215
Sawel, Alexandra	67,159
Saxby, Shay	71,860
Schaeffer Rist, Holly	70,716
Schalk, Yvonne	60,709
Scharf, Nancey	56,396
Scharfenberg, Leslie	57,472
Schatz, Lois	101,462
Scheibel, Michelle	98,199

Appendix D: Payee List

Individual	Payment
Scheidt, Coby	104,795
Schell, Eloise	91,298
Schell, Myranda	56,307
Schellenberg, Alanna	57,913
Schellenberg, Deborah	115,607
Schenstead, Amanda	59,610
Scherbey, Terry	71,231
Scherle, Melanie	62,708
Scherle, Tracy	50,205
Scheuer, Brenda	75,954
Scheuer, Gail	119,812
Schiazza, Guido	99,213
Schick, Debra	62,271
Schikowski, Tracey	87,815
Schill, Robin	52,635
Schiller, Betty	72,178
Schiltz, Carol	73,233
Schiltz, Murray	69,780
Schinborn, Charisse	60,243
Schindel, Sherice	75,134
Schindelka, Crystal	66,662
Schindler, Brenda	52,057
Schindler, Karen	87,518
Schlamp, Gwendolyn	66,586
Schlamp, Michelle	103,861
Schmeling, Lenore	82,615
Schmidt, Aaron	77,250
Schmidt, Andrew	80,768
Schmidt, Bonny	76,459
Schmidt, Craig	130,061
Schmidt, Danielle	56,387
Schmidt, Deborah	62,934
Schmidt, Erica	73,782
Schmidt, Julie	109,828
Schmidt, Kristen	74,279
Schmidt, Laura	50,295
Schmidt, Mary	73,793
Schmidt, Rachelle	73,355
Schmidt, Shawna	102,625
Schmidt, Sherry	75,991
Schmidt, Sonja	81,245
Schmidt, Susan	82,050
Schmidt, Traci Jo	82,788
Schmidtz, Barbara	70,915
Schmitz, Jessica	78,103
Schneider, Alma	73,357
Schneider, Amanda	92,625
Schneider, Doreen	63,541
Schneider, Susan	55,956
Schneider, Terry	52,350
Schock, Brenda	77,750
Schoenhofen, Brenda	130,135
Schoenrock, Coralee	89,378
Schoenroth, Johnathan	63,921
Schoenthaler, Shelley	83,438
Schooley, Bryan	69,432
Schopf, Jacqueline	64,820
Schrader, Ceigee	96,767
Schroeder, Alexis	54,850
Schroeder, Cindy	95,864
Schroeder, Debbie	50,312
Schuba, Angela	84,092
Schuba, Robert	104,398
Schuette, Shelbi	66,890
Schuler, Sharon	75,761
Schulhauser, Michael	84,030
Schultes, Jeffrey	89,625
Schultz, Beverley	73,355
Schultz, Michelle	91,459
Schultz, Rhonda	66,631
Schultz, Victoria	96,080
Schulz, Greg	109,898
Schumann, Carmena	53,801
Schussler, Lisa	79,657
Schuster, Brenda	106,942
Schuster, Fawna	54,422
Schutz, Monica	100,166
Schwabe, Keith	50,061
Schwalm, Dwayne	93,080
Schwark, Dayna	66,088
Schwartz, Dale	91,064
Schwartz, Janice	73,869
Schwartz, Jennifer	77,289
Schwartz, Kelly	75,453
Schwartz, Robert	124,786
Schwartz, Wendy	68,681
Schweitzer, Alanna	66,403
Schweitzer, Lynda	106,878
Scollan, Amanda	50,709
Scott, Marcia	122,490
Scott, Maxine	126,420
Scott, Michelle	95,323
Scott, Nicole	95,162
Scraper, Kelly	93,765
Sculli, Marissa	86,701
Sebastian, Liza	96,967
Sebastian, Lydia	96,809
Sebastien, Jolene	78,355
Secuur, Janine	70,645
Secuur, Linda	50,379
Seel, Taryn	69,915
Sehn, Marcia	50,864
Seib, Chad	68,358
Seib, Heather	85,854
Seibel, Jackie	82,050
Seida, Timothy	50,824
Seidlikoski, Noelle	73,657
Seitz, Tammy	67,083
Sela, Justine	77,349
Selensky, Cindy	74,819
Selinger, Arlene	77,533
Selinger, Christine	74,954
Selinger, Darcie	54,673
Selinger, Donna	98,476
Selinger, Janelle	69,590
Selinger, Kimberley	53,651
Selinger, Marsha	73,357
Selinger, Michelle	71,063
Selinger, Norman	64,818
Selinger, Sarah	67,784
Selinger, Stephen	97,964
Selinger, Tracy	62,303
Sellers, Nancy	85,238
Sellinger, Cheryl	65,705
Sellinger, Douglas	120,721
Selzer, Sharon	109,170
Semchuk, William	129,947
Semeniuk, Chelsea	68,137
Semey, Patricia	115,652
Senft, Kaylene	61,057
Senga, Carrie	91,064
Senga, Chad	85,881
Seno, Rommel	574,289
Sentes, Tina	96,526
Seon Mccallum, Charlene	82,129
Sept, Sheldon	64,887
Serediak, Ernie	127,084
Serle, Shelley	107,922
Serrano, Cherrlyn	152,890
Service, Rochelle	68,715
Severson, David	97,262
Severson, Kassandra	69,621
Sevigny, Phillip	85,531
Shannon, Jacqueline	102,195
Shannon, Rhonda	57,606
Sharkey, Brittany	53,762
Sharma, Indu	61,328
Sharpe, Cara	67,262
Sharpe, Josephine	105,162
Shaw, Dawn	78,323
Shaw, Terrence	82,944
Shay, Melanda	83,255
Sheldon, Angela	71,521
Sheldon, Breanna	69,640
Shenner, Robyn	83,922
Sheridan, Eileen	76,367

Appendix D: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Shetterly, Alyson	78,808	Sirois, Lisa	60,049	Smith, Sheila A	60,622
Shevchuk, Debra	170,264	Sirup, Blair	85,215	Smith, Sherice	110,812
Shewchuk, Daryl	110,346	Sirup, Brendon	55,131	Smith, Teresa	93,782
Shewchuk, Denise	57,954	Siwek Gray, Carmin	56,901	Smulan, Carole	86,249
Shields, Cathy	67,743	Sjodin, Arlen	80,089	Snell, Moni	125,333
Shilling, Raylene	74,028	Skaar, Gerard	79,887	Snell, Robert	69,909
Shiplack, Lauren	74,560	Skaf, Sheila	65,709	Snyder, Dustin	50,396
Shiplack, Robyn	74,532	Skiba, Valerie	80,504	Snyder, Rae Lyn	91,011
Shire, Tracy	74,660	Skiftun, Stacey	69,127	Sobchuk, Tyne	88,205
Shoemaker, Laurie	93,283	Skinner, Shannon	91,483	Soby, Darryl	87,879
Sholdra, Yuriy	78,357	Skorlatowski, Bonnie	81,236	Sockett, Ingrid	88,856
Shreeves, Lora	84,600	Skwark, Gail	94,760	Sojwal, Anita	92,347
Shuflita Kurtz, Sheila	126,007	Skwark, Holly	138,052	Solidarios, Glenn	125,925
Shymkiw, Joanne	99,591	Slade, Tara	77,344	Soliman, Vincent	77,148
Sia, Eduardo	103,899	Slater, Bettyann	104,771	Solis, Rolanda	55,832
Sia, Jackson	98,183	Slater, Nicole	99,798	Soloduk, Louella	59,733
Sia-Javier, Lynette	170,365	Slimmon, Arlene	70,227	Solomon, Jerome	67,390
Siao, Kristina Marie	106,847	Slingsby, Amy	108,652	Solonynko, Lori	99,017
Siapno, Irish Jylland	111,282	Slinn, Jackie	124,398	Solypa, Cyndy	103,366
Sich, Colleen	107,182	Slinn, Jeffrey	86,364	Sommer, Crystal	88,080
Sidebottom, Sarah	88,394	Slinn, Sharon	67,728	Sommer, Leland	114,526
Sideen, Tina	70,617	Slinn, Tanya	73,148	Song, Wanchun	81,472
Sidhu, Kuldeep	87,742	Sliva, Donna	50,891	Sonntag, Maureen	82,145
Sidhu, Mohinder	75,110	Slivenski, Nicole	71,082	Sopczak, Vince	60,650
Sieben, Carolyn	71,397	Sluchenski, Charlotte	67,210	Sorensen, Caroline	60,715
Sieben, Lianne	72,528	Slugoski, Yvonne	89,954	Sorensen, Stacey	67,333
Sieben, Natasha	53,512	Sluser, Joy	81,365	Sorensen, Thomas	104,809
Sigmeth, Myra	53,936	Slywka, Pamela	72,908	Soria, Nonita	73,963
Signarowski, Stuart	84,560	Smadu, Marlene	217,212	Soriano, Corazon	69,855
Siller, Candice	50,894	Smeets, Donna	106,658	Sotkowy, Kayla	51,113
Silljer, Leslie	50,206	Smeikle, Lenieve	107,509	Souchotte, Karen	55,353
Silversides, Katelyn	85,729	Smetaniuk, Bronwyn	74,841	Soutar, Tania	67,372
Silverson, Elsa	86,455	Smiatek, Christina	82,582	South, Sherry	69,655
Silzer, Genine	96,376	Smiljic, Tanja	72,888	Speers, Christie	121,155
Silzer, Joanne	85,786	Smith, Alexsis	67,769	Speers, Tricia	84,879
Silzer, Kayla	69,130	Smith, Amber	71,274	Spelay, Elizabeth	58,836
Sim, Carey	101,343	Smith, Amy	70,805	Spence Gress, Cara	79,347
Simard, Katherine	86,965	Smith, Barbara	102,347	Spence, Marley	65,215
Simicorescu, Constanti	74,582	Smith, Brenda	60,439	Spence, Rane	89,982
Simms, Rita	52,449	Smith, Debbie	121,494	Spencer, Cathleen	117,000
Simon, Claudia	119,147	Smith, Deborah	61,257	Spencer, Erin	68,571
Simpson, Jamie	80,250	Smith, Emily	65,031	Spencer, Katherine	80,203
Simpson, Jana	59,354	Smith, Karen	50,864	Spencer, Mitchell	103,840
Simpson, Karly	63,662	Smith, Kerbie	72,029	Spicer, Eva	103,094
Sinclair Birns, Heather	81,518	Smith, Kevin	63,439	Spilak, Cathi	130,232
Sinclair, Bettyanne	83,607	Smith, Linnea	57,406	Spitzner, Avery	87,594
Sinclair, Natalie	60,281	Smith, Maggie	71,684	Spring, Colin	67,300
Singer, Gennifer	68,915	Smith, Malwinder	58,888	Springer, Jessica	53,526
Singer, Kateri	102,239	Smith, Marilyn	78,261	Srochenski, Terry	65,236
Singh, Melanie	52,320	Smith, Michelle	59,394	St Onge, Jennifer	94,460
Singh, Stephanie	77,327	Smith, Robyn	68,881	St Onge, Lynn	72,640
Sinnett, Debbie	154,874	Smith, Scott	97,381	Stadnyk, Donna	65,853

Appendix D: Payee List

Individual	Payment
Stadnyk, Jamie	88,631
Stadnyk, Marcy	71,983
Stadnyk, Robert	77,032
Stadnyk, Shelley	65,945
Stamm, Shelley	100,406
Stang, Laurel	102,031
Stapleton, Tammy	78,018
Stasiak, Catherine	93,791
Stasiuk, Scott	61,036
Stauber, Noreen	80,484
Steffensen, Kenneth	58,948
Steinke, Shalila	60,726
Stelmacovich, Sarah	88,141
Stephanson, Randy	121,576
Stephens, Ashley	76,581
Stephens, Dave	80,120
Stephens, Wanda	104,618
Stephenson, Robert	107,125
Sterling, Leana	62,966
Stettner, Laura	95,300
Stevens, William	51,640
Stevenson, Danielle	79,670
Stevenson, Megan	57,591
Stevenson, Vida	53,333
Stewart Gall, Carrie	84,786
Stewart, Cheryl	87,251
Stewart, Crystal	74,184
Stewart, Erynne	89,452
Stewart, Jesse James	77,456
Stewart, Kelsey	58,837
Stewart, Leona	67,460
Stewart, Linda	91,407
Stewart, Lisa	119,234
Stewart, Lois	79,137
Stewart, Pat	128,582
Stewart, Tannis	72,317
Stewart, Theresa	75,558
Stewart, Thomas	74,611
Stianson, Leah	85,192
Stimson, Marie	69,505
Stinson, Andrea	69,068
Stirr, Fred	104,840
Stirr, Janice	84,014
Stirr, Kayla	67,997
Stobbs, Janice	74,975
Stocks, Ruth	64,906
Stolarchuk, Melissa	90,553
Stoppler, Darla	56,511
Stoppler, Helen	75,924
Storey, John	93,251
Storey, Katherine	94,665
Storey, Suzanne	81,462
Storozuk, Lynda	75,734
Storrey, Ashley	82,443
Stovall, Lindsay	53,886
Stradeski, Jody	67,916
Strain, Lorraine	106,361
Strand, Leslie Anne	115,000
Strass, Kelsi	69,399
Straub, Elana	85,783
Strawford, Randy	69,962
Straza, Barbara	68,031
Straza, Chelsey	95,544
Straza, Lori	102,068
Street, Jaeme	53,733
Streisel, Lori	60,177
Stricker, Barry	115,429
Stricker, Lori	93,963
Stringer, Andrea	56,247
Stringer, Connie	120,681
Stringer, Robert	93,517
Strong, Christine	50,303
Strudwick, Amy	95,894
Stuart, Sherise	53,258
Stubbe, Kimberley	51,032
Stubel, Darla	54,573
Stuber, Arlene	91,445
Stuber, Michael	101,110
Stuike, Heather	75,419
Stulberg, Shelley	77,753
Stuttard, Kim	67,531
Styles, Christa	97,550
Sullivan, Linda	63,359
Sullivan, Tracy	50,321
Sulymka, Mark	83,380
Sulz, Linda	129,789
Sumagaysay, Kathylyn	133,689
Sumakote, Evelyn	107,374
Sumang, Maria Carmela Theresa	128,787
Surkan, John	94,975
Sveinbjornson, Raquel	66,223
Swab, Alison	72,550
Swab, Elden	90,719
Swallow, Tiffany	80,348
Swalm, Adam	69,578
Swan, Candice	50,771
Swan, Louise	97,762
Swanson, Lisa	51,849
Swanton, Stacey	75,532
Sweatman, Elizabeth	108,129
Sweeney, Lesley	87,949
Sweet, Tim	93,122
Swehla, Alison	76,060
Swerid, Sheila	101,305
Swift, Deanne	76,129
Swift, Laurie	79,127
Switzer, Heather	107,276
Sykes, Kellie	51,526
Symon, Joanne	53,232
Syrota, Audrey	95,507
Szafron, Susan	61,153
Szmutko, Diane	120,092
Szostak, Barbara	56,485
Tafesse, Fekade	53,177
Tait, Victoria	89,825
Talbot, Charlene	51,308
Tamayo, Kenny	100,406
Tampus, Salud	110,232
Tan, Antonieta	73,164
Tan, April Fiel	55,473
Tan, Diane	92,916
Tangjerd, Angela	100,745
Tangjerd, Brad	59,122
Tanwar, Rakesh	57,893
Tanzell, Darren	91,051
Tapp, Angela	52,440
Tarr, Jonathan	89,530
Tarr, Lisa	86,438
Tarr, Rachel	95,839
Tattman, Collette	79,300
Tayco, Ailyn	89,975
Taylor Miller, Shannon	59,037
Taylor, Andrew	98,012
Taylor, Carla	65,548
Taylor, Chantal	72,233
Taylor, Cindy	51,990
Taylor, Jennifer	110,568
Taylor, Lynnette	64,379
Taylor, Martha	56,601
Taylor, Shanay	63,090
Taylor, Tami	114,950
Taylor, Tammy	87,624
Te, Gerhard	53,053
Tedford, Darla	51,027
Tefera, Tsehaynesh	97,534
Teklemariam, Zewdi	52,265
Temple Jones, Jan	73,357
Temple, Heather	71,998
Tendler, Nashel	66,803
Tenoso, Judelene	121,661
Tensuan, Marlo Eduardo	68,420
Tetoff, Alexander	57,162
Tetrault, Monique	66,957
Thain, Linda	108,923
Thakkar, Chirag	52,014

Appendix D: Payee List

Individual	Payment
Thauberger, Linda	82,833
Thauberger, Lorna	67,635
Thauberger, Veronica	84,256
Theisen, Melanie	78,386
Theriault, Lyle	66,083
Therrien, Kristen	81,534
Thick, Kimberly	73,790
Thiele, Marjorie	101,074
Tholl, Crystal	87,085
Thomas Cullen, Lynwen	80,334
Thomas, Jacob	97,903
Thomas, Rhiannon	95,671
Thome Sikora, Kathleen	87,693
Thomlinson, Jenine	81,828
Thompson, Beverly	83,110
Thompson, Lana	74,728
Thompson, Maureen	91,702
Thompson, Paula	74,360
Thompson, Sara	52,738
Thompson, Stephanie	59,177
Thompson, Tammy	96,061
Thompson, Vicki	96,500
Thomson, Deborah	63,921
Thomson, Donna	77,480
Thomson, Janelle	81,347
Thomson, Lisa	76,260
Thomson, Meghan	97,368
Thorn, Gloria	70,870
Thornhill, Stacy	70,433
Thornhill, Tasha	80,306
Thorp, Leah	83,573
Thring, Camille	59,879
Thurlow, Ronald G	82,282
Tiede, Bruno	103,541
Tiffin, Robin	53,366
Tiglao, Jerome	155,016
Tiglao, Kathleen	125,880
Tijani, Sarafa	55,676
Tillson, Rachel	106,272
Tinani, Naresh	105,383
Tinio, Jestoni	88,930
Tippe, Cathy	104,771
Tirk, Candace	63,581
Tisdale, Amanda	104,185
Tittle, Larry	73,357
Titus, Agnes	135,013
Tkatch Melle, Chrisinda	86,954
Tobil, Marie Ann	55,898
Todd, Karen	110,503
Todd, Nicole	86,006
Todd, Pamela	98,818
Toews, Audrey	75,649
Toews, Darlene	79,468
Toffan, Allison	86,316
Tokarski, Annamarie	56,951
Tollman, Cindy	68,826
Tomczak, Elizabeth	95,590
Tomik, Jordan	58,209
Tomlin, Louise	62,811
Tomyk, Wendy	93,092
Tomyn, Lana	94,813
Toner, Beryl	107,214
Tonn, Dwight	111,966
Tonn, Kenneth	59,947
Tooley, Jamie	97,486
Topal, Jodi	91,207
Toporowski, Amanda	81,341
Toppings, Julie	103,484
Torbin, Ivanna	118,662
Torgunrud, Aldona	63,219
Tornberg, Kristy	105,642
Toro Hopkins, Debbie	101,919
Torralba, Angelo	50,603
Toth, Marilyn	50,117
Tourangeau, Charles	75,435
Tourond, Lorna	86,549
Tower, Cherise	65,921
Towriss, Nelson	102,105
Toye, Dayna	95,029
Trail, Linda	55,561
Tramer, Steven	63,630
Tran, Camille	66,165
Tran, Huu	70,375
Tran, Lynn	109,258
Tratch, Laveena	108,211
Treleaven, Denise	51,040
Treleaven, Shelly	166,643
Trelenberg, Ross	67,521
Tremblay, Hugo Rene	80,886
Trenker, Tess	93,896
Trenton, Christine	105,653
Triffo, Amanda	84,908
Tripp, Darlene	68,443
Troff, Robert	51,751
Trotter, Carla	78,448
Trotter, Joseph	97,812
Troy Hebert, Barbara	56,489
Trudelle, Paulette	73,082
Truman, Kevin	87,648
Truman, Sharon	86,641
Truman, Stacy	102,621
Trytten, Melody	83,244
Tuazon, Maria	100,955
Tubello, Graziella	78,310
Tuchscherer, Laura Lee	107,574
Tucker, Matthew	86,179
Tudlong, Eufemia	69,406
Tuff, Eileen	78,292
Tumac, Alison	85,724
Tumack, Charlene	81,446
Turgeon, Janet	50,720
Turley, Kara	78,860
Turlock, Nicole	86,189
Turnbull, Dianne	94,358
Turner, Dale	91,605
Turner, Gina	98,972
Turner, Patricia	64,167
Turton, Marie	97,746
Twardowski, Samantha	90,757
Tyckon, Paul	69,039
Tyler, Brenda	51,508
Tymchyshyn, Robert	100,870
Uhren, Linda	88,262
Uhrich Chappell, Jannah	76,368
Uhrich, Donna	94,352
Uhryn, Korin	94,645
Uleryk, Agnes	71,587
Ulmer, Amanda	74,476
Ulmer, Erin	80,283
Ulmer, Larissa	69,651
Ulmer, Michalene	107,258
Ulrich, Kyle	76,292
Ulrich, Stacey	67,624
Underhill, Kristin	76,534
Underhill, Wanda	57,869
Undseth, Kathy	94,838
Unick, Lesley	53,541
Unser, Debbie	95,731
Unser, Samantha	84,742
Upshall, Donna	107,070
Urbaniak, Patty	74,290
Ursulescu, Sandy	73,560
Usick, Len	73,324
Uy Tina, Tettet	100,862
Uy, Joy	84,427
Valcourt, Lindsey	81,492
Valenzuela, Sheryl	121,651
Valimaki, Anna	91,216
Vall, Teresa	97,950
Vallee, Colleen	91,432
Valley, Scott	81,987
Valmeo, Imelda	113,518
Van De Kamp, Rory	52,272
Van De Vorst, Pamela	94,733
Van Vliet, Paulette	74,081
Vanbeselaere, Krista	57,819

Appendix D: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Vanbuekenhout, Guy	97,002	Vongkhaophet, Jennifer	69,322	Waters, Allyson	92,769
Vancaeseele, Kim	83,969	Vongphit, Souvannara	65,781	Waters, Christina	87,735
Vance, Lisa	63,932	Voss, Arletta	100,322	Waters, Kim	81,729
Vandamme, Debra	60,737	Voss, Kim	78,502	Watkins, Michelle	95,374
Vandergucht, Karen	50,429	Voss, Linda	65,000	Watkins, Sara	70,461
Vanderlaan, Giles	82,855	Vu, Susan	65,844	Watson, Barb	94,244
Vandesype, Jennifer	73,357	Vye, Lorissa	91,533	Watson, Laurie	117,412
Vandevorst, Raymond	141,204	Wacker, Alexia	76,069	Watson, Penelope	52,655
Vanhove, Melinda	70,300	Wacker, Linda	118,092	Watson, Tamora	54,887
Vanin, Gina	59,541	Wade, Robena	65,736	Watts, Brittney	104,723
Vanluven, Dion	74,598	Waffle, Kristy	57,451	Waugh, Lisa	62,800
Vanparys, Bev	82,379	Wagar, Nancy	52,842	Wawro, Susan	97,110
Vanstaden, Natalie	60,767	Wagner, April	106,482	Way, Michelle	77,022
Vanwyk, Donna	81,188	Wagner, James	57,257	Wazni, Roqaya	65,921
Varga, Devin	55,462	Wagner, Kaitlyn	80,260	Weatherbee, Sarah	86,287
Varga, Melissa	70,394	Wagner, Lorraine	104,771	Weatherston, Ashley	87,302
Vargas, Cecilia	69,443	Wagner, Myrna	109,534	Webb Young, Geraldine	145,487
Vargo, Troy	56,850	Wagner, Rosemary	105,686	Weber, Shaela	60,767
Varin, D Brian	70,258	Walchuk, Holly	83,301	Weflen, Kerrie	81,829
Vasquez, Marevel	170,593	Walchuk, Kaye	88,206	Weigl, Alexi	62,962
Vaxvick, Annette	113,650	Walczykowski, Hanna	88,460	Weinbender, Claudette	53,398
Vaxvick, Kevin	86,019	Wald, Irene	83,047	Weinberger, Annette	90,290
Vegunta, Krishna	87,676	Waldegger, Janis	65,268	Weinberger, Emma	79,214
Velasco, Melville	115,760	Walker, Dianne	62,781	Weinberger, Kacee	54,598
Velestuk, Debbie	107,384	Walker, Donna	60,350	Weinberger, Karlee	73,862
Velestuk, Margaret	79,878	Walker, Lucinda	61,605	Weinberger, Tanya	97,533
Velonta, April Anne	110,933	Walker, Sharon	87,185	Weinmaster, Marilyn	92,256
Venaas, Amber	83,707	Walker, Sheryl	91,954	Weir, Jodie	95,202
Venables, Natasha	72,525	Wall, Hayley	81,593	Weir, Louise	113,436
Venter, Jacobus	88,522	Wall, Lorenne	78,249	Weisbeck, Stacey	75,983
Verkerk, Vanessa	76,795	Wallace, Brenden	110,674	Weisbrod, Myrna	104,771
Verschuur, Caitlyn	53,896	Walraven, Margaret	62,703	Weisbrod, Stephanie	83,402
Verville, Francoise	63,560	Walsh, Allison	63,691	Weisbrodt, Shirley	73,433
Vicente, Jobel	94,479	Walter, Douglas	64,776	Weisgarber, Maureen	104,926
Vickers, Kim	95,786	Walter, Jacquelin	61,795	Weisgerber, Corey	54,989
Viernes, Maricar	110,351	Walters, Valeria	59,714	Weisgerber, Karen	80,643
Vigneux, Bianca	95,657	Walton, Damon	74,622	Weiss, Brenda	76,272
Villaflores, Nancy	106,308	Wan, Rex	95,984	Weisshaar, Andrea	53,672
Villafuerte, Jenniffer	68,754	Wang, Hai Jun	59,757	Weisshaar, Glenys	98,610
Vinluan, Manuel	108,380	Wang, Yiwen	62,806	Wekerle, Carla	107,519
Vinluan, Rolivette	118,820	Wanner, George	89,860	Wekerle, Robert	94,608
Vipond, Peggy	68,683	Ward, Heather	69,802	Welder, Erin	106,497
Virani, Azmeena	79,525	Ward, Stefanie	58,412	Welder, Kristine	98,577
Viray, Sharon	52,197	Warde, Gail	95,014	Wells, Allison	74,504
Virtue, Alison	103,455	Wark, Judy	61,885	Wells, Christian	96,007
Vo, Jennifer	73,720	Warkentin, Joyce	75,802	Wellsch, Erin	97,830
Vogel, Sandra	52,878	Warner, Danielle	50,613	Welsh, Audra	52,659
Vogel, Venessa	91,366	Wasnik, Kaitlin	74,060	Wendel, Brenda	58,046
Vogt, Michele	153,498	Wass, Patricia	63,479	Wendel, Tenneille	88,863
Vollman, Arlyce	88,445	Wasylenko, Tim	50,205	Wenger, Amanda	98,368
Vollman, Tracy	86,346	Wasylyshyn, Dave	101,471	Wentzell, Cindy	88,125
Volman, Katrina	75,037	Watch, Jordan	54,262	Werner, Chris	57,170

Appendix D: Payee List

Individual	Payment
Werschler, Becky	73,974
Werschler, Kimberly	74,758
Wesdyk, Elsie	67,395
West Johnson, David	113,492
West, Dana	82,562
West, Erin	54,499
West, Fred	80,269
Westby, Kevin	73,942
Westby, Sherri	60,092
Westgard, Jennifer	72,320
Wetherill, Erin	72,131
Wharf, Pamela	76,979
Wharton, Tammy	98,123
Wheatley, Brittani	63,067
Whelpton, Susan	94,196
White, Braden	79,357
White, Patricia	98,309
Whiteman, Peter	104,840
Whiting, Celine	98,357
Whitrow, Rodney	52,159
Whitteker, Patricia	95,114
Wiebe, Janelle	63,007
Wiens, Aimee	77,666
Wiest, Nicole	84,021
Wiest, Roberta	138,988
Wiest, Traci	92,408
Wihlidal, Benjamin	91,064
Wihlidal, Cara	84,910
Wihlidal, Comena	103,288
Wilcox, Bradley	71,070
Wild, Karen	70,686
Wild, Kayla	75,533
Wiley, Robert	82,393
Wilkie, John	79,366
Wilkie, Kristin	58,976
Wilkie, Linda	69,536
Wilkinson, Lana	70,049
Willems, Charlene	58,934
Williams, Caitlin	82,555
Williams, Cara	78,434
Williams, James	66,709
Williams, Jason	111,776
Williams, Joan	51,991
Williams, Linda	120,833
Williams, Rebecca	86,788
Williams, Suzanne	73,778
Williams, Tamara	51,032
Williams, Timothy	80,307
Williamson, Brenda	80,002
Williamson, Jacqueline	65,511
Williamson, Lori	71,157
Willis, Janna	109,768
Willis, Keith	69,599
Willway, Verity	96,912
Wilmot, Jane	102,971
Wilson Schwabe, Sherri	88,606
Wilson, Barbara	92,334
Wilson, Beverly	92,092
Wilson, Donald	104,840
Wilson, Donna	100,042
Wilson, Jay	94,112
Wilson, Joyce	102,358
Wilson, Kate	90,658
Wilson, Katherine	91,373
Wilson, Scott	71,226
Wilson, Tracey	85,287
Wilton, Suzanne	61,184
Winchester, Shawna	51,557
Windsor, Gwen	87,823
Windsor, Kent	66,879
Wing, Jennifer	66,553
Wingfield, Christie	75,974
Winkel, Tanya	111,100
Winkler, Jodie Lee	56,031
Wipf, Sarah	79,736
Wirsche, Kristen	67,824
Wirth, Donna	79,727
Wirth, Kayla	88,899
Wirth, Kristen	60,560
Wirtz, Brenda	100,149
Wise Klein, Daphne	78,148
Wisner, Connie	63,070
Wisniewski, Krysta	96,895
Wiszniak, Debra	118,092
Witham, Janice	50,864
Witt, Raylene	86,683
Witzel Garnhum, Heather	69,124
Wizniak, Margaret	63,119
Wobben, Nicolaas	97,156
Woiken, Gwen	66,347
Wolf, Amanda	57,490
Wolf, Deborah	50,864
Wolf, Lee	114,921
Wolf, Suann	50,864
Wolfe, Lesley	85,194
Wolfe, Quynn	58,437
Wolfe, Robert	95,113
Wolfe, Stacey	90,900
Wolfe, Tanya	78,965
Wollbaum, David	78,953
Wong, Elsie	111,232
Wong, Rishelle Kei	96,977
Wonnek, Linda	60,861
Wonsul, Anita	60,295
Wood, Audrey	50,711
Wood, Denni	65,867
Wood, Melanie	70,700
Wood, Tyler	71,099
Woodroffe Brown, Ngaire	118,092
Woods, Brad	73,027
Woolhether, Allan	54,745
Woolhether, William	55,464
Workman, Lisa	81,393
Worobec, Karen	149,969
Wourms, Allan	70,587
Wourms, Carrie	65,000
Woycik, Kimberly	87,256
Woycik, Wyatt	91,029
Wright, Donna	111,653
Wright, Elaine	53,349
Wright, Garth	126,413
Wright, Jessica	72,750
Wright, Michaela	87,745
Wright, Nicole	76,001
Wrobel, Lorna	100,231
Wutke, Nicole	64,582
Wyatt, Jena	75,288
Wyatt, Karen	81,989
Yabut, Norvelyn	123,473
Yake, Bonnie	87,545
Yakemchuk, Aksa	54,442
Yambao, Candice Grace	128,179
Yanga, Larrissa	123,614
Yates, Sheila	86,265
Yeager, Lianne	57,203
Yee, Barry	71,890
Yee, Betty	98,350
Yee, Jameszene	64,757
Yee, Michelle	91,064
Yee, Raymond	85,502
Yeo, Nicole	81,863
Yeomans, Michelle	66,831
Yeung, Andrea	82,085
Yeung, Teresa	56,657
Yole Merasty, Natanis	79,762
Young, Amy	89,389
Young, Joanne	94,135
Young, Neil	90,680
Young, Nerissa	81,142
Younghusband, Christine	52,129
Yowin, Ywomo	55,658
Yu, Ava	87,940
Yuan, Chunqiong	116,550
Yurkiw, Brandie	63,789
Zabiaka, Sharon	71,146
Zacharias, Dellis	56,207

Appendix D: Payee List

Individual	Payment
Zacharias, Gemma	83,212
Zaiser, Juanita	98,298
Zamayla, Conie	62,008
Zamayla, Ronie	112,837
Zamora, Ernesto Brix	129,702
Zarusky, Wanda	114,430
Zawislak, Darlene	65,118
Zech, Ken	60,379
Zeleny, Lisa	67,533
Zelinski, Joyce	97,161
Zelionka, Karla	73,089
Zemlak, Karen	57,753
Zerff, Terry	59,985
Zerff, Tracey	62,392
Zerr, Mollyann	69,084
Zess, Cara	56,714
Zheng, Lu	67,593
Ziefflie, Lauren	69,421
Ziegler, Malissa	70,094
Ziffle, Adam	67,751
Zigante, Nerina	100,856
Zimmer, Douglas	55,050
Zimmer, June	71,366
Zimmer, Lenore	54,660
Zimmer, Martine	94,873
Zimmermann, Jill	84,307
Zinkhan, Linda	107,563
Zinn, Tammy	70,538
Zitta, Rosalia	113,071
Znidaric, Laura	79,953
Zorn, Gail	95,116
Zorn, James	60,083
Zotzman, Lynnette	51,662
Zsohar, Karoly	61,784
Zuck, Adrienne	97,243
Zulyniak, Lori	110,785
Zummack, Amy	56,386
Zuniega, Katrina Malou	119,076
Zurburg, Blaine	53,700
Zurburg, Lisa	78,527
Zwarich, Kristine	82,829
Zwarich-Law, Theresa	51,107
Zwarych, Kristal	81,578

Supplier Payments

Listed are payees who received $50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment

Supplier	Payment
101004391 Saskatchewan Ltd.	88,905
101025261 Saskatchewan Ltd.	65,096
101027726 Sask. Ltd.	1,210,810
101050094 Sask. Ltd.	233,376
101140166 Saskatchewan Ltd.	110,141
101170918 Saskatchewan Ltd.	757,513
1534230 Alberta Inc.	179,025
1621 Albert Street Development	945,995
393032 Alberta Ltd.	166,665
3M Canada Inc.	71,506
616814 Saskatchewan Ltd.	73,676
A & B Electrical	245,909
Abbott	1,949,141
Abbvie Corporation	222,505
Abraham Vermeulen Medical Prof. Corp.	318,771
Accentus Inc.	81,585
Access Communications	124,409
Acklands Grainger	182,654
Adam, Dr. Suleman	102,169
Advantage Medical Professional Corporation	495,624
Affinity Credit Union	64,964
Akeju, Dr. Oladipupo	55,624
Akinbiyi, Dr. A.	70,355
Al Begamy, Dr. Youssef	89,569
Alcon Canada Inc.	1,041,037
Alere Inc.	208,770
All Sask Coffee Services Inc.	186,048
Allergan Inc.	84,372
Alliance Energy Ltd.	1,366,836
Allscripts Healthcare LLC	598,392
Alsask Fire Equipment Ltd.	74,055
Amcom Software Inc.	71,938
American Medical Systems	62,245
Ames, Dr. Christina	513,281
AMO Canada Company	1,078,840
AMT Electrosurgery	378,832
Analysis Works Inc.	232,599
Andre Claassen Medical Prof. Corp.	77,276
Anexxa Medical Technologies Inc.	118,278
Anixter Canada Inc.	136,556
Anochie, Dr. Egorume	66,385
Arch Transco Ltd.	176,534
Arjohuntleigh	419,740
Arnold Medical Professional Corporation	528,952
Arthrex Inc.	131,552
Aspe Lucero, Dr. Carlos	606,526
Aspen Medical Surgery Inc.	1,586,960
Associated Asbestos Abatement Ltd.	64,897
Associated Health Systems	258,641
Avotus Corporation	51,112
B & R Holdings Inc.	110,643
Baig, Dr. Jeremy	255,269

Appendix D: Payee List

Supplier	Payment
Bard Canada	843,246
Baxter	3,065,463
Bayer (Miles) Canada	296,229
Bayer Medical Care Inc.	209,646
Baylis Medical Company Inc.	62,069
BDM IT Solutions Inc.	273,943
Bear, Winston	50,817
Beckman Coulter Canada LP	607,814
Becton Dickinson	226,742
Behforouz, Dr. Ali	228,780
Bellows, Dr. Anne	240,014
Bennett Dunlop Ford Sales Limited	225,466
Beukes Vorster Medical Prof. Corp.	213,538
BGI	70,386
Bhargava, Dr. R.	66,361
Bio Rad Laboratories Canada Ltd.	276,722
Biomed Recovery & Disposal	784,405
Biomerieux Canada Inc.	514,066
Biomet Canada Inc.	152,072
BK Medical	103,211
Black and McDonald Ltd.	174,017
Bles Biochemicals Inc.	80,600
Bomimed Inc.	228,875
Borderland Co-operative Limited	50,829
Boston Scientific Corporation	2,065,846
Bowers Medical Supply Co.	77,617
Bracco Imaging	589,060
Bridon Project Management Inc.	190,423
Brownlee Beaton Kreke Regina Ltd.	76,203
BSN Medical Inc.	70,747
Bunzl Canada	388,197
Burgess, Janice	58,798
Buwembo, Dr. J.	57,202
CA360 Studio Architecture Planning	247,584
Caltec Flooring Ltd.	98,073
Can Med Healthcare	117,016
Canada Health Infoway	200,000
Canadian Hospital Specialties Ltd.	343,828
Capital Petroleum Service Ltd.	181,383
Cardinal Health Canada	8,342,017
Cardiomed Supplies Inc.	67,360
Carefusion Canada 302 Inc.	204,862
Carestream	284,352
Carl Zeiss Canada Limited	57,318
Carmichael Outreach	70,696
Cascade Dafo Inc.	56,936
Cassandra Klassen Consulting	103,656
Caster Medical Systems	94,978
CCR Construction Ltd.	937,182
CDW Canada Inc.	391,377
Centennial Foodservice	362,136
Chang Surgical PC Inc.	50,086
Chief Medical Supplies Ltd.	1,182,530
Chikukwa, Dr. Tineyi	51,490
Chittronics	912,722
Christie Mechanical	495,627
Christopher Krause Professional Corporation	239,102
CIR Commercial Realty Inc.	352,550
Cisco Systems Capital Canada Co.	356,488
Citagenix Inc.	476,077
Citrix Systems Inc.	273,888
Cityview Properties	182,739
CMC Case Management Canada Inc.	620,001
Coca Cola Bottling Ltd.	103,372
College of American Pathologists	63,013
Commercial Alcohols Inc.	75,492
Commissionaires Saskatchewan	106,471
Computrition Inc.	112,214
Conmed Linvatec	675,160
Conquest Imaging	58,540
Conroy Ross Partners Limited	71,844
Convatec Canada	110,380
Conway, Dr. Kieran	52,660
Cook (Canada) Inc.	1,501,945
Coolican, Thomas	55,183
Corporate Express	410,916
Coutts Courier Company Ltd.	480,913
Cowley, Dr. Jennifer	118,656
CPDN #3130827 Canada Inc.	2,603,745
Crane Supply	89,464
Creative Options Regina Inc.	55,290
Crestline Coach	411,418
Crown Enterprises Ltd.	99,645
Crown Shred and Recycling	74,530
Crucell Vaccines Inc.	70,124
Cyclomedica Canada Limited	55,624
Dafco Filtration Group	91,838
Damodharan Psychiatric Services PC Int.	460,473
Darvek Consulting	158,845
Davoodi, Dr. Gholamreza	154,679
Dawsco Services Ltd.	222,127
DC Strategic Management	69,790
De Lage Landen Financial Services Canada Inc.	57,973
De Lange, Dr. Hendrik	123,001
Dehghani, Dr. Payam	53,710
Demand Janitorial Equipment Repair	64,035
Demers Ambulance Manufacturer Inc.	58,048
Denis Jones Medical Prof. Corp.	67,915
Dentons Canada LLP	50,743
Devaraj, Dr. Ramachand	196,242
Dianna Ghaniabadi Medical Prof. Corp.	95,602
Diasorin Inc.	116,171
Direct Integrated Transportation	91,964
DJO Canada Inc.	80,771

Appendix D: Payee List

Supplier	Payment
DLGL Ltd.	836,304
DMA Health Technologies Inc.	494,500
Do All Floors Ltd.	66,808
Dominion Biologicals Ltd.	54,152
Donna L Ledingham Medical Prof. Corp.	431,362
Dr. A. J. Kilmury Medical Prof. Corp.	325,323
Dr. A. Kielly Medical PC Inc.	317,508
Dr. A. Van Der Merwe Medical Prof. Corp.	77,481
Dr. A.P. Meyer Medical Prof. Corp.	588,576
Dr. Al Hayki Medical Prof. Corp.	581,028
Dr. Alexander Lukubisa Medical Prof. Corp.	181,829
Dr. Alexander Wong Medical Professional Corporation	321,804
Dr. Allison Crichlow Medical Prof. Corp.	94,250
Dr. Alseraye Medical Prof. Corp.	379,452
Dr. Amer Khalifa Medical Professional Corp.	52,220
Dr. Angela Arnold Medical Prof. Corp.	497,267
Dr. Angela Poole Medical Professional Corp.	59,741
Dr. Angus David Kirby Medical Prof. Corp.	579,541
Dr. Annabelle Mang Med. Prof. Corp.	89,782
Dr. Bakul Deb Medical Prof. Corp.	264,597
Dr. C. R. Houlie Medical Prof. Corp.	515,515
Dr. Charles W. Kowalski Med. Prof. Corp.	345,632
Dr. Christine Lett Medical Professional Corp.	51,513
Dr. Corrine Jabs Medical Prof. Corp.	79,180
Dr. D.J. McCarville Vascular Surgeon Prof. Corp.	621,484
Dr. David Kopriva Medical Professional Corporation	610,401
Dr. E. A. Mohammed M.D. Prof. Corp.	54,099
Dr. E. Le Roux Medical Prof. Corporation	541,638
Dr. Edward Patterson Medical Prof. Corp.	557,339
Dr. Farzana Timol Medical Prof. Corp.	189,453
Dr. G. Teichler Medical Prof. Corp.	73,293
Dr. Gavin Jones Medical Professional Corporation	222,351
Dr. Glenda Kaban Medical Prof. Corp.	311,225
Dr. Glenn Ollenberger Prof. Corp.	991,424
Dr. H. V. Rininsland Medical PC	72,000
Dr. Hugo Van Rooyen Medical Prof. Corp.	167,853
Dr. J. A. Fourie Medical Prof. Corp.	475,139
Dr. J. D. Booker Medical Professional Corp.	52,058
Dr. J. G. Van Der Merwe Anesthesiology P.G. Inc.	98,950
Dr. J. H. E. McBain Medical Prof. Co.	71,116
Dr. J. P. Rossouw Medical Prof. Corp.	622,019
Dr. J. R. Fritz Medical Prof. Corp.	50,396
Dr. J. Stewart McMillan Medical Professional Corporation	118,155
Dr. J. Vlok Medical Prof. Corp.	51,595
Dr. James Coruzzi Medical Prof. Corp.	437,730
Dr. Jamison Medical Prof. Corp.	506,280
Dr. Jane Arthur Medical Professional Corp.	523,630
Dr. Jeremy D. Fitzgerald Medical Prof. Corp.	335,653
Dr. Jill Wooff Medical Prof. Corp.	365,815
Dr. Joan Baldwin Medical Professional Corporation	70,043
Dr. John Alport Medical Professional Corporation	283,712
Dr. Juri Van Staden Med. Prof. Corp.	291,035
Dr. Kamla Verma Medical Prof. Corp.	130,355
Dr. Kathy J. Ferguson Medical Prof. Corp.	381,917
Dr. Kumaravel Pillay Medical Prof. Corp.	661,311
Dr. Kyle Gorman Medical Prof. Corp.	128,959
Dr. L. Byker Professional Corporation	200,346
Dr. Lane Rathgeber Medical Prof. Corp.	389,646
Dr. Lourens Blignaut Medical Professional Corporation	204,099
Dr. Lucas Potgieter Medical Professional Corporation	306,208
Dr. Mark Cherry Med. Professional Corporation	100,612
Dr. Michael Lang Medical Professional Corporation	168,506
Dr. Nasimbanu Alibhai Medical Professional Corporation	114,398
Dr. Natarajan Medical Prof. Corp.	473,989
Dr. Oladapo Soyemi Medical Professional Corp.	136,782
Dr. Ole Rasmussen Medical Prof. Corp.	251,639
Dr. Osama Al Agha Pathologist PC Inc.	544,338
Dr. Paramanathan Thamilvaanan Medical Prof.	50,590
Dr. Patel's Medical Professional Corporation	206,975
Dr. Peti Medical Prof. Corp.	124,332
Dr. R. H. Abdulla Medical Prof. Corp.	180,448
Dr. R. Varma Medical Prof. Corp.	103,243
Dr. R.E. Nesbitt Medical Prof. Corp.	190,051
Dr. Randall Radford Medical Prof. Corp.	622,250
Dr. Raul Garcia Medical Professional Corporation	125,814
Dr. Reynoldo Cardoso Maternal - Fetal Medicine & Gynecology PC Inc.	76,553
Dr. Rodney Zimmermann Medical Professional Corporation	58,033
Dr. Ryan Lett Medical Prof. Corp.	93,084
Dr. S C Bester Medical Prof. Corp.	118,506
Dr. S C Petryk Medical Prof. Corp.	196,842
Dr. S Haque Medical Prof. Corp.	350,752
Dr. S Hoffman Med. Prof. Corp.	403,366
Dr. S Leibel Medical Prof. Corp.	56,453
Dr. S Yousef Medical Professional Corporation	153,462
Dr. S. Brent Harold Plains Medical Clinic	115,879
Dr. Sanjay Jacob Medical Prof. Corp.	652,308
Dr. Stephen Korkola Cardiac Surgical Prof. Corp.	64,907
Dr. T. Bhanu Prasad Medical Prof. Corp.	51,502
Dr. T. Potgieter Medical Prof. Corp.	284,365
Dr. Terrance A. Ross Med. Prof. Corp.	401,917
Dr. Theo N. Brown Medical Prof. Corp.	58,001
Dr. Timothy Rosser Medical Prof. Corp.	95,325
Dr. Tyler Mclaren Medical Prof. Corp.	91,563
Dr. V.K. Patel Medical Prof. Corporation	467,262
Dr. Verna Scott Med. PC Inc.	860,570
Dr. Vijay Trivedi Medical Professional Corp.	990,816
Dr. Warren Dufour Medical Prof. Corp.	126,010

Appendix D: Payee List

Supplier	Payment
Dr. Winston Lok Medical Professional Corporation	120,986
Dr. Y Abu-Ghazaleh Medical Professional Corporation	156,055
Draeger Medical	83,357
Duffy, Dr. P. J.	78,237
Ecolab Ltd.	142,488
Eden Textile	214,977
Edward C. Alport Medical Prof. Corp.	724,800
Edwards Lifesciences (Canada) Inc.	399,270
Eecol Electric (Sask) Ltd.	247,082
eHealth Saskatchewan	1,097,757
Eisa Medical Prof. Corp.	574,934
Elendu, Dr. Ignatius	107,0[illegible]
Ellwood, Dr. Amanda	51,426
Elsevier B V	57,236
Emco Corporation	70,543
Epic Information Solutions	190,802
ERV Parent Co. Ltd.	50,670
Essalah, Dr. A.	211,877
Esti Consulting Services	63,034
Evolution Presentation Technologies	313,868
Evraz Place	82,444
Fact Computers	514,830
Fahlman, Dr. Nicole	190,215
Falkenberg, Dr. Konnie	342,062
Farnorth Sales Association	248,220
FedEx	85,515
Ferring Inc.	60,629
First Databank Inc.	71,666
Fisher and Paykel Healthcare Inc.	69,485
Fisher Scientific Ltd.	153,521
Five Hills Health Region	97,049
Fowora, Dr. Abayomi	220,556
Francis, Harry	53,400
Fraser Health Authority	178,641
Fresenius Medical Care Canada	566,072
Fries Tallman Lumber (1976) Ltd.	50,253
Gamma Dynacare Medical Lab.	3,033,904
Ganshorn, Dr. K	74,356
Gateway Mechanical Services	86,836
GDI Services (Canada) LP	412,784
GE Healthcare Canada Inc.	5,660,449
Gerbrands Medical Prof. Corp.	333,966
Getinge Canada Limited	300,187
Ghaniabadi, Dr. Dianna	299,131
Ghumman, Dr. T.	129,198
Giesinger, Dr. Carolyn	62,448
Glaxosmithkline Inc.	176,042
Government Relations Provincial Public Safety	61,711
Grand & Toy Limited	692,154
H and R Custom Water Ltd.	79,962
Haemonetics Corp.	69,290

Supplier	Payment
Hanson, Dr. Johnathon	432,555
Healthcare Insurance Reciprocal of Canada	1,071,850
Healthmark Ltd.	214,092
Hewlett Packard Canada Co.	129,726
Hipperson Construction	504,715
HJ Linnen Associates Ltd.	117,746
Hogan, Wayne T.	55,891
Holmes, Dr. Stuart	208,681
Hologic Limited Partnership	400,973
Hometown Co Operative Ltd.	53,706
Hospira Healthcare Corporation	4,798,955
Huisamen, Dr. Charles	197,067
Huisamen, Dr. Louis	83,288
HVAC Sales (1997) Ltd.	76,986
HVDM Medical Prof. Corp.	560,179
IBM Canada Ltd.	71,058
ICR Property Management	148,554
Ijaz, Dr. Mohammad	52,661
IMG Communication Specialist	102,375
Imlah, Dr. Shona	73,963
Imperial Parking Canada Corporation	55,944
Independent Choice Distribution	190,609
Independent Construction Management Inc.	672,057
Independent Living Inc.	51,606
Infor Canada Ltd.	264,018
Inland Audio Visual	151,267
Innova Medical Ophthalmics Inc.	109,179
Ino Therapeutics	222,081
Inspirewerx Enterprise Inc.	105,088
Instrumentation Laboratory Canada Ltd.	449,638
Integra Canada ULC	243,609
Inter Medico	51,978
Inter V Medical Inc.	254,023
Interfax Systems Inc.	111,825
Intergraph Canada Ltd.	1,226,214
Ishaan Sundar Medical Prof. Corp.	596,427
Island Corporation	53,944
Izekor, Dr. Imafidon Thomas	70,184
J. Burnett Consulting	75,779
J. Minion Medical Prof. Corp.	428,444
Jacqueline Kraushaar Medical Prof. Corp.	321,029
Jamieson Controls Inc.	87,436
Jarikre, Dr. L.	52,561
Jayaprakash Medical Prof. Corp.	100,035
Jeanson, Jarrod	54,605
Jeena, Dr. Vinesh	92,205
Jeffrey Betcher Medical Prof. Corp.	128,521
Jensen U.S.A. Inc.	58,552
John Tsang Medical Prof. Corp.	90,857
Johnson & Johnson	4,860,729
Jordan Velestuk Medical Prof. Corp.	59,684
Joseph S. Enterprises	72,188

Appendix D: Payee List

Supplier	Payment
Joy Dobson Medical Prof. Corp.	76,430
Jubilant Draximage Inc.	53,506
K. Saczek Medical Prof. Corp.	109,964
Kamencic, Dr. Huse	77,771
Karl Storz Endoscopy Canada Ltd.	337,654
Karunakaran, Dr. Kumudhini	57,943
Kasipillai, Dr. G. A. L.	104,208
Kavulu, Dr. A. Lillian	59,742
KCI Medical Canada	462,078
Keeping, Dr. Brenda	94,520
Keir Surgical Ltd.	74,606
Keyes, Dr. Robert	53,488
Kleins Electric Inc.	84,895
KMP Law	50,329
KNS Canada Inc.	165,000
Kobie Van Heerden Medical Professional Corporation	176,646
Kone Inc.	229,233
Korol Dr. D. Medical Prof. Corp.	411,978
KPMG LLP	80,806
Kramer Ltd.	72,497
Kukha Mohamad, Dr, S,	103,800
Kumar, Dr. Anil	58,382
Laborie Medical Technologies Inc.	62,734
Labtician Ophthalmics Inc.	155,515
Labuschagne Medical Prof. Corp.	650,091
Lac-Mac Limited	117,095
Lantheus Mi Canada Inc.	276,102
Laursen, Dr. B.	117,762
Leica Microsystems Canada Inc.	266,597
Liebert Canada	75,554
Lifecell Canada	193,372
Linvatec Canada	349,749
Lionel Medical Professional Corporation	394,693
Liskowich, Dr. Sarah	65,687
Loraas Disposal Service Ltd.	250,174
LS Security Systems	58,420
Lush Lawn Ltd.	201,055
Lwanga, Dr. S.	77,182
M F Heroux Medical PC Inc.	132,150
Macpherson Leslie & Tyerman LLP	346,195
Macquarie Equipment Finance Ltd.	383,949
Malejczyk, Dr. Kathy	267,440
Mali, Dr. B.	78,572
Mallinckrodt Canada ULC	305,542
Mann, Dr. S. S.	65,564
Maquet-Dynamed Inc.	694,200
Marsh Canada Ltd.	569,349
Marshall Heating and Cooling	197,594
Martin, Julia J.	66,621
Maslany, Dr. Jurgen	101,249
Mazamisa, Dr. V. M.	288,435
Mazenc Fuels Ltd.	62,005
McArthur Medical Sales	65,830
McDougal, Dr. R. S.	60,863
McKesson Canada	7,445,880
McKesson Information Solutions	413,256
McLeod, Dr. Joanne	237,722
McNair Business Development	68,765
MD Ambulance	157,752
Med2020 Health Care Software Inc.	112,151
Medela Inc.	377,779
Medfort Medical Prof. Corp.	179,340
Medicalmart West	152,600
Medichair Regina	219,983
Medi-Fax Canada Inc.	422,625
Medigas	58,919
Meditek	65,983
Medtronic of Canada Ltd.	9,838,124
Mehmood Anesthesiology Associates PC Inc.	144,019
Messer, Dr. Charles	54,026
MicroAge Computer Centres	543,663
Miller Thomson LLP	210,878
Minister of Finance	1,858,012
Minnaar Medical Prof. Corp.	548,730
MIP Inc.	160,942
Moinuddin, Dr. Ghulam	75,870
Mollison, Dr. Heather	60,208
Moore Canada	145,222
Moorosi, Dr. Setsoana	85,225
Moosomin Family Practice Centre	176,742
Morguard Corporation	1,160,390
Moustapha, Dr. A.	68,778
Nalco Canada Inc #C3124	211,852
National Starter and Alternator Rebuilders Ltd.	59,717
Neps LLC	60,915
Newcomp Inc.	627,919
NewWest Enterprise Property Group	66,128
Nordion Canada Inc.	94,053
Novartis Pharmaceuticals Canada	1,132,303
O'Grady, Dr. M.	171,125
Olaogun, Dr. Baisi	136,747
Olympus Canada Inc.	2,368,918
Onasanya, Dr. Lanre	62,674
One Stop Vacuum Centre	90,858
Oneworld Accuracy Inc.	54,746
Oracle Canada ULC.	274,305
Ortho Active Appliances	58,019
Ortho Clinical Diagnostics Inc.	146,595
Ortman, Frank	69,737
Orto Ped	225,759
Ossur Canada Inc.	219,816
Otto Bock Healthcare Canada Ltd.	326,953
Oxoid Inc.	199,056

Appendix D: Payee List

Supplier	Payment
P.J. Swart Medical PC Inc.	561,433
Papish, Dr. Andriyka	124,540
Paradigm Consulting Group Inc.	310,677
Partssource	99,120
Patterson Medical Canada	76,037
Paul C. Chang Medical Prof. Corp.	147,368
PC Place Ltd.	221,907
PCL Construction Management Inc.	2,951,121
Pebane, Dr. Bright	270,594
Pebane, Dr. M. Donald	421,284
Pegu, Dr. Satyaranjan	155,717
Pentax	183,191
Percy H. Davis Limited	88,119
Peters, Catherine	79,443
Philips Healthcare	1,564,635
Phonak Canada Ltd.	318,080
Physio Control Canada Sales Ltd.	167,933
Pierre Pepler Medical Prof. Corp.	63,103
Pieter Muller Medical Prof. Corp.	507,732
Pikaluk, Dr. D. Ryan	78,713
Pioneer Village Pharmacy	279,499
Pipestone Kin Ability Centre Inc.	241,182
Plains Medical Clinic PC Ltd.	51,782
Prairie Distributors	139,487
Praxair Canada Inc.	285,308
Praxis Consulting Ltd.	53,418
Precise Temp. Refrigeration Ltd.	106,109
Primed Canada Inc.	127,764
Pro Metal Industries Ltd.	201,601
Procura	130,916
Provincial Health Services Authority	181,510
Provincial Medical Supply	446,607
Purolator Inc.	95,573
QHR Technologies Inc.	55,951
Radiology Assoc. of Regina Medical P C Inc.	20,958,740
Radiometer Canada	226,148
Rao, Dr. Jagadish	143,990
Rattray Flavelle Medical Prof. Corp.	74,968
Raven Roofing Sask. Ltd.	52,338
Reddi Dr. K. Medical Professional Corp.	389,697
Refrigerative Supply	57,405
Regina Physician Group Ltd.	290,000
Regina Police Service	241,502
Rehman Dr. Habib Medical Corporation	68,766
Reliable Heating and Cooling Ltd.	241,225
Reliable Security and Controls	71,679
Resolveit Solutions	60,098
Rhonda Zwack Medical Prof. Corp.	64,677
Richardson, Dr. B.	68,087
Ritenburg & Associates	426,126
Riteway Electric	50,983
RK Holding Corp.	182,184
Robert J. Horner Medical Prof. Corp.	385,451
Robin Hughes Medical Prof. Corp.	387,798
Roche Diagnostics	842,936
Rudovich Medical Professional Corp.	527,949
Russell Food Equipment Ltd.	79,847
RWI Informatics Inc.	93,578
Ryan Consulting Services Inc.	169,785
Ryzer Door	108,630
S. A. Chandrakanth Medical Prof. Corp.	110,403
Salient Medical Solutions	55,396
Salus Global Corporation	80,682
Sandoz	429,767
Sanofi Pasteur Limited	123,250
Saputo Foods Ltd.	218,256
Sask Energy	2,283,298
Saskatchewan Power Corporation	6,484,086
Saskatoon Health Region	259,260
Saskatoon Trading Company Ltd.	87,319
Sasktel CMR	2,696,032
Scalar Decisions Inc.	52,717
SCC Soft Computer	751,255
Schaan Healthcare Products	7,670,124
Schoeman, Dr. S.	55,596
Seaman, Dr. Jennifer	88,940
Select Medical Connections Ltd.	412,766
Seno, Dr. Rommel	73,294
Sexauer Ltd.	54,196
SGI	64,936
Sheila Smith Medical Professional Corporation	214,474
Shepherd, Dr. D.	81,287
Shoppers Home Health Care	194,982
SIAST Wascana Campus	123,599
Siemens Canada	311,065
Siemens Hearing Instruments Inc.	392,073
Six Three Furnished Suites Inc.	102,885
SkinnerMcLaughlin Medical Prof. Corp.	238,951
Slabbert, Dr. Jaco	170,336
Smith & Nephew Surgical	491,329
Smiths Medical Canada Ltd.	319,752
Softchoice LP Corporation	72,171
Software Testing Solutions	57,975
Somagen Diagnostics	561,915
Sonosite Canada Inc.	174,163
Soper, Dr. Juliet	347,716
Sorin Group Canada Inc.	465,844
Source Office Furnishings	385,939
Spicers Canada Limited	229,434
Sridhar Dr. G. Med Professional Corp.	56,766
St. Jude Medical Canada Inc.	740,057
Stantec Architecture Ltd.	209,841
Staples Advantage	273,225
Stapol Consulting	145,080

Appendix D: Payee List

Supplier	Payment
Starkey Labs - Canada Co.	54,763
Staseson Klein Applicators Ltd.	112,610
Steris Canada Ltd.	245,668
Streamline Contracting Ltd.	66,282
Stryker Canada LP	4,813,556
Stryker, Dr. Trina	86,322
Success Office Systems	78,275
Sullivan Healthcare Consulting Canada Co.	61,071
Suncor Energy Products Partnership	231,205
Sunil V. Khaladkar Medical Prof. Corp.	119,634
Sunovion Pharmaceuticals Canada Inc.	480,524
Superior Forklift Ltd.	68,638
Supreme Office Products Ltd.	191,367
Surgical Centres Inc.	4,932,091
Surgical Products Specialties	63,794
Swets Information Services Ltd.	273,467
Synthes (Canada) Ltd.	867,832
Sysco	6,556,004
Takl Medicine Professional Corporation	305,231
Taylor Dr. Ron Medical Prof. Corp.	307,179
Taylor, Greg	62,947
Tedford, Dr. Damon	202,753
Teleflex Medical Canada Inc.	514,173
Terumo BCT Canada Inc.	90,482
The Alport Family Trust	64,120
The Caldwell Partners International	120,345
The Herjavec Group Inc.	83,523
The Lifemed Group Inc.	235,983
The Stevens Company	2,008,417
Theo Le Roux Med. Prof. Corp.	73,139
Thyssenkrupp Elevator	94,442
Tiann F. A. O'Carroll Medical Prof. Corp.	284,296
Tornier Orthopedics Inc.	191,931
Toshiba of Canada	395,268
Towers Ltd.	53,768
Translogic Ltd.	346,500
Tribe Medical Group Inc.	99,643
Tricific Enterprises	71,770
Trudell Medical Marketing Limited	265,632
Truven Health Analytics Inc.	139,223
Tyco Healthcare Group	3,627,656
Umuthi Medical PC Inc.	421,917
Unisource	64,732
United Parcel Service	57,619
University of Regina	101,962
University of Saskatchewan	221,655
Valeant Canada LP	61,149
Van Der Watt Medical Prof. Corp.	408,985
Van Der Watt, Dr. Leon	75,031
Van Des Accessible Transit Inc.	66,820
Vantage Endoscopy	797,841
Verathon Inc.	84,334
Vipond Fire Protection Inc.	61,276
Vital Aire	458,921
VWR International	207,247
W. L. Gore & Associates Canada Inc.	142,339
Walters Industrial Mechanical	90,995
Ward, Dr. James	198,441
Warner Industries Ltd.	147,139
Warner Leasing Company Ltd.	136,113
Warner Truck Industries	171,293
Wayne's Moving	64,655
WBS Wholesale Bakery Specialties Ltd.	141,339
West World Paper Inc.	58,422
Western CML Cleaners	80,355
Western Electrical Management Ltd.	939,971
Weston Bakeries Limited	128,283
Wheels on Wheels Specialty Transportation Ltd.	54,865
White Birch Medical Prof. Corp.	348,544
Widex Canada Ltd.	149,932
Williams Wildenboer Medical Prof. Corp.	609,640
Winnipeg Street Business Centre Ltd.	68,815
Wood Wyant Inc.	829,075
Wright Medical Technology	53,270
Yueng Chan A Medical Prof Corp	180,464
Zacharias Medical Professional Corporation	81,652
Zimmer of Canada	4,451,918
Zwai, Dr. A. M.	57,940

Appendix D: Payee List

Transfers

Listed, by program, are transfers to recipients who received $50,000 or more

Recipient	Payment
615672 Saskatchewan Ltd. (Touchwood EMS)	501,644.08
Aboriginal Family Service Centre	837,346.96
AIDS Program South Saskatchewan	63,047.50
All Nations' Healing Hospital Inc.	5,530,433.68
All Nations Hope AIDS Network	57,846.25
Autism Resource Centre	762,792.36
Canadian Mental Health Association / Regina Branch Inc.	478,275.71
Canadian Red Cross	171,393.62
CBI Physical Rehabilitation Centre	95,918.86
Community Health Services Assoc Regina Ltd.	177,000.00
Cupar and District Nursing Home Inc.	2,883,804.00
Cupar Lions Volunteer Ambulance	277,470.17
Downtown Physiotherapy Centre	159,242.16
Extendicare Elmview	4,713,857.88
Extendicare Parkside	12,933,868.37
Extendicare Sunset	8,113,802.25
Hope's Home Inc.	472,333.29
Hutch Ambulance Services Inc.	531,917.53
Imperial & District Ambulance Inc.	142,175.08
JT Ambulance Service Inc.	393,894.44
Leading Thunderbird Lodge	83,934.17
Lumsden & District Heritage Home Inc.	2,376,585.44
Mobile Crisis Services, Inc.	111,297.38
Mutchmor Lodge	66,600.00
Phoenix Residential Society	1,564,992.72
Planned Parenthood Regina	190,885.00
Prairie Ambulance Care (1998) Ltd.	336,807.20
Rainbow Youth Centre	661,258.88
Ranch Ehrlo Society	531,777.85
Raymore Community Health & Social Centre	73,071.00
Regina Early Learning Center Inc.	849,619.00
Regina Open Door Society Inc.	419,926.18
Regina Recovery Homes Inc.	1,246,629.73
Regina Sports and Physiotherapy Clinic	159,592.16
Salvation Army Waterston Centre	333,452.11
Santa Maria Senior Citizen's Home Inc.	9,466,123.10
Soo Line Ambulance Association	242,331.67
Stepping Stones Childcare Co-operative	137,712.00
Street Worker's Advocacy Program	112,965.14
Synergy Physio Inc.	128,193.75
The Qu'Appelle Diocesan Housing Company	1,291,253.00
The Regina Lutheran Housing Corporation	4,678,778.91
The Salvation Army William Booth Special Care Home	7,833,713.61
Valley Ambulance Care Ltd.	489,468.80